

**CONTRIBUTION OF THE MULTIAGENCY APPROACH TO SECURITY IN
THE FIGHT AGAINST TERRORISM IN KENYA: CASE OF DISCIPLINED
FORCES**

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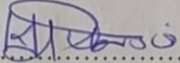
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I declare that this thesis is my original work and that it has not been presented in any other university or institution for academic or any other purposes.

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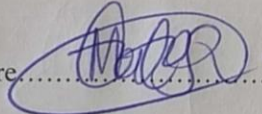
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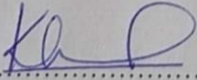
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DEDICATION

I dedicate this thesis to my immediate family that includes my wife Ruth and children Musto, Cheruto, Chenangatt, Pkiach, Cheptoo, Pkalya and Kibet for their love, patience, support and encouragement during the writing process.

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ABSTRACT

Countries throughout the world are struggling with the threat of terrorism that has devastated many states, leaving in its wake many casualties and destruction of unquantifiable proportions. In the wake of devastating acts of terror between 2013 and 2015, Kenya adopted the multiagency approach to security in the fight against terrorism to prevent, counter and respond to acts of terrorism. However, since the adoption of the multiagency approach in the fight against terrorism, little is known about the motivation behind its adoption, its structure and how effective the approach has been. These are the issues the study sought to establish. The study was guided by the realism and system theories. The descriptive survey design formed the blueprint guiding the study. A target population of 1310 comprising of the Antiterrorism Police, Kenya Defense Forces, National Intelligence Service, Directorate of Criminal Investigations and policy makers from the state department responsible for security was identified, from which a sample size of 306 was obtained to participate in the study. A mix of sampling techniques, specifically maximum variation, purposive and snowball sampling were used in settling on the sample population. The sample size for this formula was calculated using Yamane's formula. A questionnaire and an interview schedule were used to collect data after which the collected quantitative data was analyzed using descriptive statistics and the qualitative data analyzed based on the content of the themes emerging from the research objectives. The results of the data analysis were then presented using graphs, charts and tables. The study established that leveraging the capabilities of each security agency, success of multiagency approach in some countries across the world and the need to synchronize operations of Kenya's various security agencies significantly motivated the decision by state security actors to formally sanction formation of a multiagency team responsible for fighting terrorism in Kenya. The findings further demonstrated that the multiagency approach is well structured, with clear leadership, a coordination mechanism and clear responsibilities for team members cascaded from the national strategic level to the operational level in the field. In terms of effectiveness, the study found that the multiagency approach had significantly strengthened the fight against terrorism, thus making the country more secure as evidenced by a reduction in incidences of acts of terror as well as fatalities, particularly in the period after 2015 when the Security Amendment Laws (2014) and other pieces of legislation were reviewed to strengthen functioning of multiagency teams in defence of the homeland and more so address the threat of terrorism. In conclusion, the multiagency approach has positively contributed to the fight against terrorism in Kenya. It is anticipated the study findings may benefit the various government security agencies charged with the mandate to secure the country from all aggression and more so terrorism, security actors responsible for policy making and academics willing to conduct further research on the study area.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
ABSTRACT.....	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
OPERATIONAL DEFINITION OF TERMS.....	xi
ABBREVIATIONS AND ACROYNMS.....	xiii
CHAPTER ONE	1
INTRODUCTION AND BACKGROUND TO THE STUDY.....	1
1.1 Introduction.....	1
1.2 Background of the Study	1
1.3 Statement of the Problem.....	6
1.4 Purpose of the Study	7
1.5 Objectives of the study.....	7
1.6 Research Questions	8
1.7 Significance of the Study	8
1.8 Scope of the Study	9
1.9 Delimitations.....	9
1.10 Limitations	10
1.11 Assumptions.....	10
1.12 Theoretical Framework.....	11
1.12.1 The Realism Theory.....	11
1.12.2 The Systems Theory.....	12
1.13 Conceptual Framework.....	13
CHAPTER TWO	16
LITERATURE REVIEW	16
2.1 Introduction.....	16
2.2 Empirical Review.....	16

2.2.1 Rationale to Adoption of Multiagency Approach to Security in the Fight against Terrorism in Kenya	16
2.2.2 How Structure of Multiagency Approach Enhances its Viability in the Fight Against Terrorism in Kenya	21
2.2.3 Extent to Which Multiagency Approach Has Been Effective in the Fight Against Terrorism in Kenya	26
2.3 Summary and Research Gaps	30
CHAPTER THREE	32
RESEARCH METHODOLOGY	32
3.1 Introduction.....	32
3.2 Research Design.....	32
3.3 Research Site.....	33
3.4 Target Population.....	34
3.5 Determination of Study Sample.....	34
3.5.1 Sampling Procedure	34
3.5.2 Sample Size	35
3.6 Data Collection Procedure and Instruments	36
3.6.1 Developing of Instruments.....	36
3.6.3 Validity of the Research Instruments	37
3.6.4 Reliability of the Research Instruments	38
3.7 Data Analysis and Reporting	38
3.8 Legal and Ethical Considerations	39
CHAPTER FOUR.....	40
DATA ANALYSIS AND FINDINGS.....	40
4.1 Introduction.....	40
4.2 Response Rate and Demographic Profile	40
4.2.1 Response Rate	40
4.2.2 Respondents' Gender	41
4.2.3 Respondents' Age	41
4.2.4 Highest Education Level	43
4.2.5 Security Agency Attachment	44
4.2.6 Duration of Work with the Multiagency Team.....	45
4.3 Presentation of Research Analysis and Findings	46

4.3.1 Rationale to Adoption of Multiagency Approach to Security in the Fight against Terrorism.....	46
4.3.2 How Structure of Multiagency Approach Enhances its Viability in the Fight against Terrorism.....	51
4.3.3 Extent to Which Multiagency Approach Has Been Effective in the Fight against Terrorism.....	58
CHAPTER FIVE	67
DISCUSSIONS, SUMMARY, CONCLUSIONS AND RECOMMENDATIONS....	67
5.1 Introduction.....	67
5.2 Discussions	67
5.2.1 Motivation to Adoption of Multiagency Approach to Security in the Fight Against Terrorism	67
5.2.2 How Structure of Multiagency Approach Enhances its Viability in the Fight against Terrorism.....	70
5.2.3 Extent to Which Multiagency Approach Has Been Effective in the Fight against Terrorism.....	73
5.3 Summary of Main Findings	75
5.4 Conclusions.....	76
5.5 Recommendations.....	78
5.6 Areas of Further Research	78
REFERENCES.....	80
APPENDICES	85
Appendix A: Letter of Introduction	85
Appendix B: Research Questionnaire.....	86
Appendix C: Research Interview Guide	90
Appendix D: ANU Research Authorization Letter.....	91
Appendix E: NACOSTI Research Permit.....	92
Appendix F: Map of Study Site	93

LIST OF TABLES

Table 3.1: Target Population.....	34
Table 3.2: Distribution of the Sample Size.....	36
Table 4.1 Highest Education Level Attained.....	44
Table 4.2 Leveraging Capabilities Influencing Adoption of Multiagency Approach	48
Table 4.3 Synchronization of Agencies’ Activities Influence Adoption of Multiagency Approach.....	49
Table 4.4 Coordination of Flow of Information Influence Adoption of Multiagency Approach.....	49
Table 4.5 Centralization of Operations Influence Adoption of Multiagency Approach ..	50
Table 4.6 Decline in Number of Terror Attacks	60
Table 4.7 Enhanced Training of Security Agents for More Professional Response	64
Table 4.8 Support for Multiagency Approach to the Fight Against Terrorism	64
Table 4.9 Reduction in Fatalities After Adoption of Multiagency Approach	61

LIST OF FIGURES

Figure 1.1 Conceptual Frame Work.....	15
Figure 4.1 Respondents' Gender.....	41
Figure 4.2 Age Brackets of Respondents.....	43
Figure 4.3 Security Agency in Which Respondents are Attached.....	45
Figure 4.4 Duration Respondents have Worked with the Multiagency Team.....	46
Figure 4.5 Success in Other Countries Influencing Adoption of Multiagency Approach	47
Figure: 4.6 Presentation of Members to the Multiagency Coordinating Teams by Agencies.....	52
Figure 4.7 Briefings of Agencies on Programme of Activities by Members of Coordinating Team	53
Figure 4.8 Consideration of Agency Capabilities in Sharing of Roles in the Multiagency	54
Figure 4.9 Regular Meetings to Review Task Progress and Deal with Emerging Situations.....	55
Figure 4.10 Command Responsibilities Left to Leadership of Individual Agencies.....	56
Figure 4.11 Awareness of operations that have been successfully executed.....	59
Figure 4.12 Better Coordination by Security Agencies During Response to Terror Attacks	62
Figure 4.13 Entrenched Coordinated Communication Strategy During Acts of Terrorism	63

OPERATIONAL DEFINITION OF TERMS

Anti-terrorism: In this study, antiterrorism refers to measures put in place to prevent the occurrence of terrorism such as counter-radicalization involving religious leaders. These measures are soft in their approach as no force is involved.

Anti-Terrorism Police Units: These refers to various formations or sections under the Administration Police or Kenya Police Services that are specifically responsible for thwarting or responding to terrorism acts such as the Recce Company under the General Service Unit command.

Counter-terrorism: This refers to all the measures developed or adopted by the security agencies of a state in order to respond to acts of terrorism whenever they occur. These measures are militaristic in nature, involving use of weaponry to save lives and subdue the terrorists.

Effectiveness: In this study, this word is used to mean the extent to which the multiagency approach has either succeeded or failed in combating terrorism in Kenya.

Motivation: Motivation in the context of this study refers to factors or the drivers that stimulated and incentivized the decision to adopt the multiagency approach to fighting terrorism in the country.

Multiagency approach: This is a method of executing a task where different actors collaborate to leverage on each other's capability in accomplishing the task in the most efficient way possible.

Security: The freedom that people in a state enjoy such that they can go about carrying out their activities without any fear of harm from any person or group.

Security policy: In the context of this study, this refers to the action guidelines designed by state security agencies intended to deliver protection of people and property from terrorists. Such guidelines are derived from the constitution and other enabling laws used in security enforcement.

State security agencies: The institutions established and funded by the government in order to collectively and individually protect the country from both internal and external aggression.

Structure: The composition and sharing of responsibilities in a coordinated manner among different security actors.

Terrorism: This is a violent action that is normally premeditated and carried out by a particular group in order to coerce them to do what the perpetrator wants them to.

ABBREVIATIONS AND ACROYNMS

ATPU	:	Anti-Terrorism Police Unit
DCI	:	Directorate of Criminal Investigations
DHS	:	Department of Homeland Security
FBI	:	Federal Bureau of Investigation
JCTAC	:	Joint Counter Terrorism Analysis Centre
KDF	:	Kenya Defense Forces
NACOSTI	:	National Commission for Science Technology and Innovation
NCTC	:	National Counter Terrorism Centre
NGAO	:	National Government Administration Officers
NIS	:	National Intelligence Service
PSCU	:	Presidential Strategic Communications Unit

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

This chapter introductory chapter is intended to set the basis upon which the contribution of the multiagency approach to security in response to the threat of terrorism in Kenya was assessed. The chapter specifically covers the background information of the study, statement of the problem, purpose of the study, research objectives and questions. The chapter also sheds light on the research questions that shall be derived from the study objectives, significance and scope of the proposed study as well as the delimitations, limitations and assumptions. Finally the chapter proposes the theories that grounds the study and finish off with a conceptualization of the variables of the research.

1.2 Background of the Study

The global community of nations is faced with many challenges most of which threaten the very survival of those nations. One of these challenges and which all states in the international system must constantly innovate to surmount is insecurity and precisely terrorism. Scholars and institutional actors offer various definitions as to what terrorism is, signifying the difficulties that lie in the conceptualization of the concept. This study is persuaded to agree with Ganor's (2010) assertion that "one man's terrorist is another man's freedom fighter". The elusiveness of a universally accepted definition notwithstanding however, scholars in the field of terrorism research such as Coker (2015), Anderson and McKnight (2014), Anderson (2014), Schlagheck (1988) and institutions such as the United Nations (UN) and the United States Department of Defense seem to concur that any definition of the concept should encapsulate key pillars of terrorism such as premeditation of the action, involvement of violence whether real or threatened, an objective being

pursued, imposition of fear among the targets and the tendency by the perpetrators of terrorism to target civilians. Coker (2015) emphasize that the motivation for a group to result to terrorism could stem from a wide variety of considerations such as ideology, race, ethnicity, politics or even religion. This study takes the view that terrorism is intended to weaken the rule of law and undermine the very things that define a free society such as human rights and democracy.

Faced with the ever increasing threat of terrorism, countries throughout the world are preoccupied with expanding their security apparatus in terms of personnel, equipment and any other possible thing that can help them combat its spread. In the past, countries have even established various independent security formations that are highly trained and well equipped to deal with terrorism (Schmid, 2011). However, many countries have moved from independent policing units towards developing synergy among the security actors to leverage on the strengths of each in order to attain the capability required to combat terrorism. Towards this end, countries have come up with the concept of multiagency approach to security implying the working together of the various core security agencies and supporting institutions in a coordinated and integrated manner to improve information sharing and respond more effectively in order to enhance safety to their countries by being proactive in prevention and response in the event they are attacked.

Various countries are determined to use varying multiagency security approach to fight terrorism. These approaches not only range from security apparatus using military strategies but also softer mechanisms which prioritize the human needs. Taking the global perspective, the united Nations member countries have adopted measures to combat terrorism based on the counter-terrorism strategy which was formulated in 2006 (Schmid,

2011). This focuses on promoting national, regional and international counter-terrorism efforts and programs. The strategy was later reviewed in 2014 to include the conditions conducive to the spread of terrorism and to address such issues.

The multiagency security approaches to counter-terrorism include; review of terrorism related law, recruitment and training of more law enforcement officers, increased budgetary allocation and development and implementation of contingency plans. Particularly, East Africa constitutes one of the most vulnerable to terrorism as compared to the rest of sub-Saharan Africa (IPOA, 2014). These may be caused either by the country's nationals or by extra-national targets such as the Western targets that are located in the regions. Therefore, developing counter-terrorism strategies is thus a key measure in many counter-terrorism strategies in the world today.

At the global level, this research briefly reviews the concept of multiagency approach to security by focusing on the UK and the United States of America. In a study conducted by Strom and Eyerman (2008) on the response of state institutions following the 2005 London train bombing, it was established that there was a multiagency coordination during the operation which helped minimize the adverse effects of the attack. Precisely, the study noted that a command and control system that was established in the wake of the attack helped relay the right information to the anxious public, hence rallying the entire population and partners in defeating the publicity that the terrorists desired. The study further noted the significance of information sharing across the agencies working individually but in a collaborative manner to secure the United Kingdom. A similar study conducted by the Rand (2016) in the larger Europe concluded that the multiagency approach to security was critical as it leveraged on the capabilities of the various

specialized agencies and this played a crucial role in saving lives and minimizing losses during security emergencies.

This study argues that acts of terrorism present major challenges and crisis situations which if not properly coordinated can under undermine state security and apathy among the citizens as to the state's ability to protect them and secure their interests. This is despite the citizens understanding that terrorism is typically an irregular warfare. It is therefore imperative for agencies involved in securing a state to be centrally coordinated and their activities synchronized to achieve prompt and efficient action during crises.

In another study carried out in the United States of America by Rand (2019) established that the US had made tremendous progress in terms of coordinating various agencies to roll out an effective counter-terrorism strategy. The study established that state agencies such as the Department of Homeland Security (DHS), the Federal Bureau of Investigation (FBI) and the department of Justice among others collaborated with each other in the areas of training, developing interagency quality assurance processes and sharing of information to ensure readiness and an integrated approach to the fight against terrorism. The study further reported that state agencies worked with non-state agencies in concerted efforts to ensure the fight against terrorism was all inclusive and synchronized, but also reported areas of difficulty in bridging the operational gap between the formal security agencies and the civilian actors whose collaboration was needed.

In Africa, the concept of multiagency coordination in security programming has been adopted and implemented in many countries. Eme (2018) for instance reports that Nigeria established that a multiagency approach to counter-terrorism which was ingrained in the states national counter-terrorism. The study noted that Nigeria deployed the use of

carrot and stick to drive her counter-terrorism agenda, an approach that give a glimpse into the variations of the multiagency approach as designed by various countries to ward off terrorism from both proactive and reactive standpoints. The study however notes that security agencies have a suffered a duplication of roles occasioning jurisdictional conflicts among the various actors, personality clashes and a coordination drawback, an eventuality that has hindered the fight against terrorism and especially the homegrown terror group the Boko Haram. Odoma (2014) also reported that interagency conflicts had exposed the country to threats and insecurity as insurgency groups and criminal network sought to capitalize on the feuds.

Kenya's threats from terrorism in the recent past have had casualties as demonstrated by the 1980 attack of Norfolk hotel that claimed 20 lives (Mogire & Agade, 2011) and the 1998 bombing of the US embassy in Nairobi in which over 290 people were killed and many others wounded. In the last decade, a spate of devastating terror attacks such as the Westgate terror attack in 2013 that left a death toll of 67 and the Garissa University attack that claimed 148 lives (GoK, 2016) has forced the country to rethink the threat of terrorism and devised a counter-terrorism strategy to prevent and combat the threats. One of the innovations in the strategy was the establishment and operationalization of the National Counter Terrorism Centre (NCTC) that embodies the concept of a multiagency approach, principally to coordinate anti and counter-terrorism efforts. The NCTC was originally established in the year 2004 in response to the sharp escalation of the terrorist threat to Kenya. The formalization of the institution would however come ten years later with the adoption of the Security Law Amendment Act 2014. The approach brings together representatives from the National Intelligence Service (NIS), Kenya

Defense Forces (KDF), the National Police Service (NPS) and other state organs (Kivunzi & Nzau, 2018). The multiagency approach was facilitated by various state efforts such as the swift amendment of the Security Law in 2014 that was passed and signed into law within ten days (Goitom, 2014) to demonstrate the threat that faced the country then and the need to have an enabling legal framework to base the counter-terrorism measures the country was putting in place.

From the above insights, it's clear that states the world over are continuously coming up with innovative ways to counter the threat of terrorism which is transnational and indiscriminate in terms of states to attack. Therefore, it is imperative that states continuously review their approaches to security threats and innovate in order to surmount the ever mutating threats and actors. Subsequently, this study is premised on the view that acting independently by the state security agencies in the fight terrorism may not be as effective as combined force approach. The teaming up of the various agencies under the multiagency framework facilitates maximization of resources and capabilities inherent in each agency while enhancing their coordination in the prevention and countering acts of terrorism, thus improving effectiveness in the fight against terrorism.

1.3 Statement of the Problem

All countries throughout the world desire and strive for safety and security of their people for them to live peacefully and contribute to the growth of the country. However, existential threats such as transnational organized crimes and terrorism among other forms of crimes persist, thus undermining the desired peace (Sarma, 2018). The rise and spread of international terrorism in the last two decades has driven countries to put in place measures to prevent and counter such acts whenever they occur. In the wake of recurrent

acts of terrorism in the homeland, particularly in the period 2010 to 2014, Kenya's security actors adopted the multiagency approach to security to fight the crime. Prior to the anchoring of the multiagency approach to security in law vide Security Amendment Laws (2014), the country had lost hundreds of lives and incurred immense losses to acts of terrorism besides being disgracefully described as a "hotbed of terrorism" in international media. This was compounded by reports of high recruitment and radicalization of youths to terrorism (Mogire & Agade, 2011).

Despite concerted efforts by the government and non-governmental actors, and despite numerous studies having been carried out on different facets of terrorism in Kenya (Kivunzi & Nzau 2018; Mogire & Agade, 2011), little academic research has been devoted to examine the contribution of the multiagency approach to the fight against terrorism by the formal security agencies. In particular, the motivation for the adoption of the multiagency approach, its structure and effectiveness in the fight against terrorism remain under researched. In this study, these three aspects of multiagency response to terrorism were examined and documented, findings which may inform policy and practice in the effort aimed at ridding the country of acts of terrorism.

1.4 Purpose of the Study

The purpose of this study is to examine the contribution of the multiagency approach to the management of national security, particularly the fight against terrorism.

1.5 Objectives of the study

The general objective of the study was to assess the contribution of the multiagency approach to security in the fight against terrorism in Kenya. The specific objectives anchoring the study were:

- i) To establish the motivation for adoption of multiagency approach to security in the fight against terrorism in Kenya.
- ii) To examine the structure of multiagency approach to security that enhances its viability in the fight against terrorism in Kenya.
- iii) To assess the effectiveness of the multiagency approach to security in the fight against terrorism in Kenya.

1.6 Research Questions

- i) What factors informed the adoption of the multiagency approach to security in the fight against terrorism in Kenya?
- ii) What is the structure of the multiagency approach to security that enhances its viability in the fight against terrorism in Kenya?
- iii) How effective has the multiagency approach to security been in the fight against terrorism in Kenya?

1.7 Significance of the Study

According to Abuga (2009), the significance of a study describes the reason why a study is being carried out. The findings of this study are expected to be of interest to security actors in terms of knowing the public perception of the manner they go about thwarting security breaches. The challenges that were reported in the course of responding to the research questions will also help policy makers have a basis for decision making and improvement or strengthening of the existing framework. Finally, the study findings may benefit government officials involved in marketing the country as a secure investment destination as well as help the investors understand the efforts put in place by the state to secure them and their investments, hence be assured of a return on investment. This study

would benefit researchers in academia to understand the basis for the adoption of the multiagency approach, its structure and the extent of its effectiveness in the fight against terrorism. This is especially so given the dearth of empirical studies on the subject of study in Kenya.

1.8 Scope of the Study

The scope of a study seeks to explain the parameters within which a study is conducted (Simon & Goes, 2013). In terms of geographical coverage, the study was mainly carried out in Kenya. The focus during data collection was on the NCTC which embodies the multiagency approach to security. While appreciating the great diversity that defines national security, the content of this study zeroed in on the national counter-terrorism multiagency instrument responsible for the co-ordination of national counter-terrorism efforts in order to detect, deter and disrupt terrorism acts in the country. The theory and practice of security coordination, the push factors towards the multiagency approach to the fight against terrorism as well as the effectiveness of the practice was explored in depth.

The methodology that provides the basis for the research thesis implementation comprised of the descriptive survey research design, with the target population comprising of various state departments such as the NPS, KDF, NIS and the Financial Reporting Centre (FRC), from which a sample size was obtained. The period of focus was between 2010 and 2020 and the study is expected to be fully and successfully conducted within a period of two months beginning April to May 2020.

1.9 Delimitations

In research, delimitations refer the characteristics set by a researcher that limits the scope and are within his or her control (Kamau, 2014). In this study, the delimiting factors

include the choice of objectives, the research questions, variables of interest, theoretical perspectives that the research adopted and the population a researcher chose to investigate (Simon, 2011). Despite the concept of multiagency approach including both state and non-state actors, this study purely focused on the state security actors charged with countering terrorism activities in Kenya.

1.10 Limitations

According to Kamau (2014), the limitations of a study are those aspects which a researcher is aware of even before going out for data collection and which have the potential to affect the research negatively, yet he or she has no control over them despite that knowledge. In the proposed study, the research is aware of the high secrecy and confidentiality with which security issues are treated by the holders of the information being sought. This limitation was overcome by explaining upfront to the respondents that the mission of the study is purely academic and the contribution the findings made to them in terms of their work. Another limitation that is anticipated by the study is in the theoretical frameworks that were used to anchor the research study. The lack of single sufficient theory to guide the study implied the resort to triangulation of theories that address the research questions demands.

1.11 Assumptions

Assumptions are issues at the centre of a study which a researcher believes to be true yet has no way of attesting to them (Kothari, 2014). Aware of the secrecy that goes with security issues, the study assumes that the information that was volunteered by the respondents was truthful to enable him draw the right conclusions that can inform policy

and practice. The study further assumes that the multiagency approach to security is being used in the fight against terrorism in the country.

1.12 Theoretical Framework

This section looks at various theories that relate to the contribution of the multiagency security approach to the fight against terrorism in Kenya. The study reviewed two theories; which are: Social Movement Theory by McCarthy and Zald, (1977) and Human Needs Theory by Abraham Maslow (1943).

1.12.1 The Realism Theory

The realist school of thought is associated with early Greek thinkers such as Thucydides but has continuously been researched on and expanded by later day scholars such as Hans Morgenthau, Waltz, Kissinger and Mersheimer, to name but a few. Realism presents the state as the major actor in international affairs, presenting it as a rational actor. The theory goes on to espouse interests as informing the behavior of states in international affairs (Morgenthau, 1978). Realist thinkers (Waltz, 1988; Morgenthau, 1978; Kissinger 1976) argue that the international system is at best characterized by anarchy and therefore self-help becomes a key consideration as states seek to obtain their interests in that anarchical maze. The concept of anarchy as advanced by realists imply insecurity and yet security is a core interests of all states (Kissinger, 1976). It is instructive that the UN Charter places the burden of state security on governments. From this standpoint, it therefore becomes clear why states are the only entities legally allowed monopoly on the use of force and established different security organs to pursue and defend the rest of the state's interests.

The US National Security and Strategy Policy (cited in Stohlberg, 2012), maintains that “the threat of anarchy affects security strategy”. This assertion is corroborated by

Waltz (1988) who argues that states are principally preoccupied with their own security and further notes that states develop security structures intended to keep the homeland safe. The above arguments point to the classical perception of security through military capabilities. The fight against terrorism in Kenya which is at the core of this research has necessitated the establishment, strengthening and activation of various state agencies in a bid to secure the homeland. The fact that the government allocates huge amounts of national resources every financial year to the security agencies is a testament to the realist thinking that self-help is a key consideration in the fight against terrorism.

Keohane (1990) maintains that realism is silent on change, yet the world is constantly evolving and so are the threats to security that confront states and which they must surmount. The realism theory however, despite appreciating the central role of force, does not delve into explaining how and why various security organs must work in harmony to deliver the ultimate interest – state security. The study therefore proposes the systems theory that was used to explain the place and need for synchronization of the various security agencies charged with the duty of countering and responding to terrorism threats in Kenya.

1.12.2 The Systems Theory

The systems theory was advanced by Emile Durkheim, a sociologist who was interested in establishing how societies build and maintain stability and later build on by among others Bertalanffy (1972) and Banathy (2000). The central argument of the systems theory is that each part of a society works to ensure the stability of the whole (Banathy, 2000; Bertalanffy, 1972). In other words, there has to be consensus or harmony among parts if the whole is to deliver on the expectations placed on it by its creators. Instructively,

Durkheim likens a society to a living thing made up of different parts, each with a role to play to ensure the whole living thing can go about its business.

Borrowing the idea of the state as the central actor in international affairs as advanced by the realists, then systems theorists rightly argue that a state as a system is made up of institutions which perform different roles to keep the state alive and to assure of its survival. The security actors make up a system with component parts and each part with a role to play. The moment a part does not work as expected, then the security sector as a whole is deemed to have failed. The concept of a system or society is likened to the multiagency approach to this study. In the multiagency approach, the different agencies responsible for the state's security must work together to leverage on each other's strengths and plug the deficits that will always be there. In Kenya, the NCTC is mainly comprised of the NPS, the NIS, the KDF, a representative from National Security Council and such other agencies determined by the National Security Council (NCTC, 2020). Each of these units brings in different expertise that are critical in the fight against terrorism in the country. For instance, the NPS is mainly concerned with handling security issues within Kenya's national borders, the KDF focuses on deterring external aggressors and the NIS collects intelligence from within and outside the country passes the same information to the other units for their action. The security actors make up a system with component parts and each part with a role to play.

1.13 Conceptual Framework

According to Kothari (2014), a conceptual is a figure that depicts the relationship between the dependent and the independent variables within a study. Figure 1.1 shows graphical presentation of the independent and the dependent variables and their indicators

within the study. The decision to adopt a multiagency approach in the fight against terrorism was found to have been informed by a variety of considerations such as the need to maximize on the resources and capabilities of all the security agencies in the country and a history of its successful use elsewhere in the world. The study established that there existed a complementing structure that fostered a coordinated leadership and approach in the prevention and countering of terrorism in the country. The process of instituting the structure was further found to be properly coordinated to avert possible risks such as interagency conflicts, lack of cooperation, all which ultimately affect counterterrorism efforts as argued by Eide *et al.* (2012). The approach was found to have resulted in the reduction of successful terror attacks and in cases where such attacks had been successful, the fatalities and destruction had been significantly reduced.

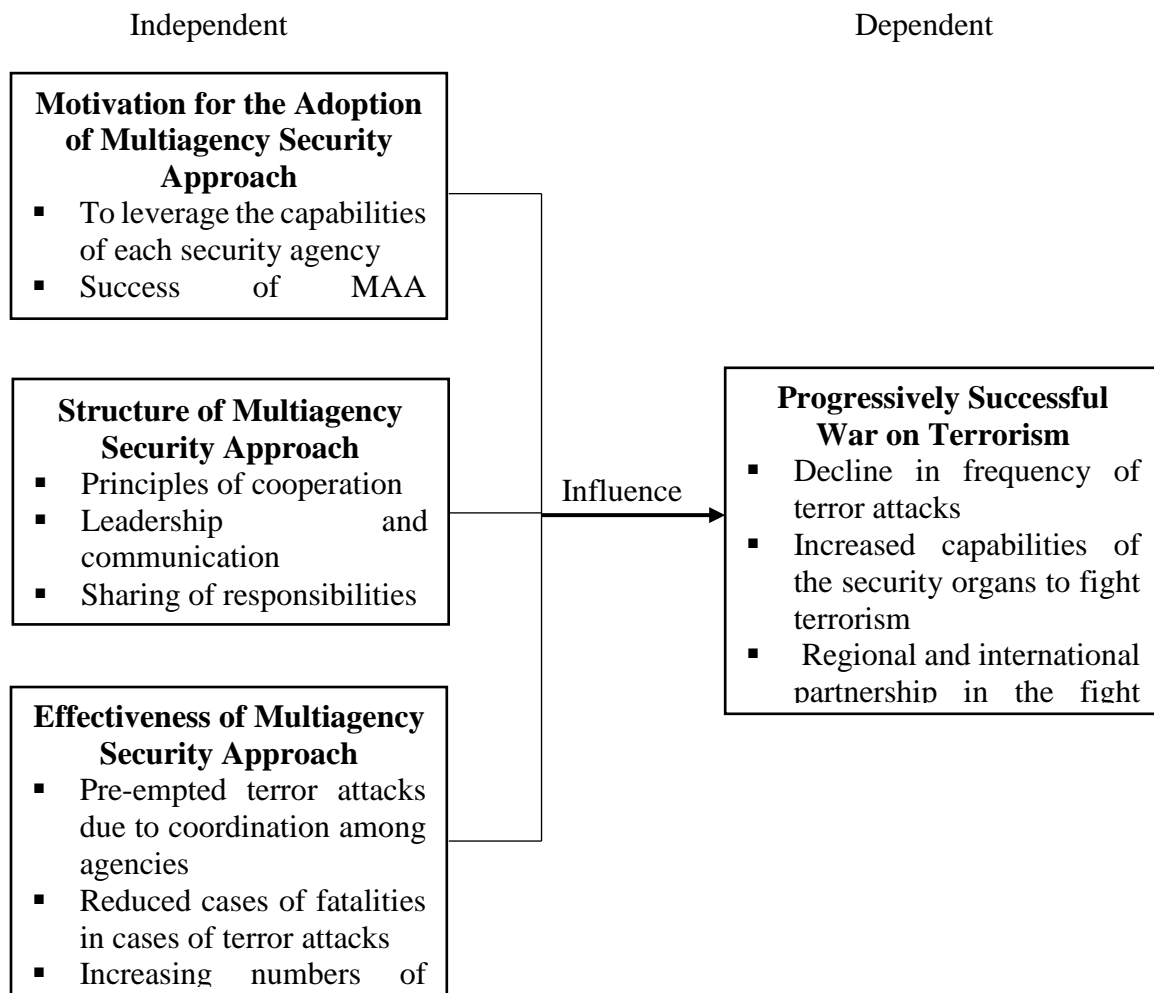


Figure 1.1 Conceptual Frame Work

Source: Researcher, 2020

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents empirical literature reviewed on determining the influence of multiagency approach to security and its implication on the fight against terrorism. Literature is presented following the research objectives. The chapter also provides a summary of reviewed literature and at the same time identifies the knowledge gaps which the study intends to fill.

2.2 Empirical Review

Empirical literature review is a process through which a researcher examines existing studies in the area of study to identifying what scholars in the area say on the issue he is interested in (Mugenda & Mugenda, 2012). It entails interrogating aspects such as methodology, findings and conclusions arrived at by the researchers in the studies being reviewed with a view to establishing gaps which an intended study will be seeking to fill.

2.2.1 Rationale to Adoption of Multiagency Approach to Security in the Fight against Terrorism in Kenya

Multiagency approach to security, which are effectively partnerships between law enforcement agencies, both public and private, as well as other relevant stakeholders, continues to receive much attention thus appears to be on the rise. In recent years, multiagency working has been the focus of many political agendas with regard to addressing national and international security issues. The unanimous overarching objectives of the multiagency approach are to address complex and deeply rooted security problems which require complex, innovative and comprehensive solutions. Through the examination of the various variations of multiagency arrangements, Sarma, (2018) avers that there are key factors must be taken into consideration when designing a multiagency

to address security issues. According to Rosenbaum (2002), as opposed to operations carried out by individual security agencies, multiagency approach to security are better suited to identify and accurately define the target security problems because of the multi-directional views and perspectives brought in by the different agents.

Messenger (2013) offers that identification with ‘home’ agency is also a noteworthy impetus that informs and drives multiagency approach to working arrangements. This is especially the case when security forces have to go to work in a foreign country as is the case when the UN send peacekeepers to foreign land. According to Veljovski and Dojchinovski (2017), Bringing actors from different agencies and in a foreign land mean that the foreign forces have to strive to create seamless cooperation and coordination relationship with the host forces to overcome challenges that may be presented by local to enable the effective functioning of the arrangement.

Professional cultures of the different security agencies highly informs the adoption of multiagency approach to security matters. Every security agency as well as other stakeholders possess some unique cultures and working style that defines their ways of operation. Agencies’ sense of professional culture is informed by their working practices, priorities, and terms of reference, which, in some instances, can be dramatically different between agencies (Kemshall & Maguire, 2001). The Intelligence Unit specializes in collection of critical information relevant for successful operation. The Anti-Terror Unit also has its own unique attributes. Other stakeholders like the judiciary also has unique expertise that they bring to the table. Bringing together a collection of all these different and unique and potentially very different attributes is essential in enhancing synergy among the different participating actors (Magara, 2018).

Decisions to take a multiagency approach to addressing security issues is also informed by fund and resource availability (Pratt, 2012). Individualized security operations tend to be expensive especially in instances where every arms of the security agencies is required to bring in their input. Take for instance the fight against terrorism and even drug trafficking. In such contexts the involvement of different security agencies is quite critical. In order to cover and even significantly reduce the general operating costs of establishing and sustaining the level of funding and resources required for successful operation, multiagency arrangements which involve integration and formalization is necessary. However, in instances where there are efforts to create a distinct 'brand' and increased separation between the different units, these costs are likely be higher. Additionally, increased permanence (long term stay), can also prove to be more resource intensive.

Developing a shared purpose, Atkinson, Jones and Lamont (2007) argue, is rationalizes multiagency arrangement to not only addressing security issues but also in successful operation of any organization. In multiagency arrangements, this is essential in building a collective sense of shared purpose among the different agencies involve and connecting all individual involved in a mission to the mission and vision of the joint security team. Further, the need to meet the need offer comprehensive and effective actions is also an impetus for a multiagency approach. The recognition and appreciation that the mission to be accomplished needed to be brought together in a coordinated and an integrated way because of coinciding goals and interests (Atkinson, Wilkin, Stott, Doherty & Kinder, 2002).

With regard to multiagency approach in military operations, Hoffman (2010) advances the significance of forming fluid organizational arrangements among partners to

enhance sharing intelligence and information across the board. In studying the adjustments and shifts that are taking place in the global security landscape that demand for expeditionary military operations, the author argues that the multiagency approach enables different security actors to bring together the appropriate skill sets. In tackling littoral and marine borne insecurity for instance, the expeditionary capability allows able states to use strategic leverage across the land while at the same time allowing maritime powers the opportunity to exploit their mastery of the seas to their advantage. These are corroborated by those of Fellows, Percy, Jones, Brook and Gates (2010) who established that fusion of intelligence between respective government agencies was critical in addressing the onshore security challenges that the United States of America had been experiencing. The authors postulate that intelligence fusion centers effectively merge the various intelligence databases of the various respective agencies participating in securing the nations maritime space. By bringing together databases of the Coast Guard's Maritime Information Safety and Law Enforcement system, the Automated Regional Justice Information System and intelligence from the local Joint Terrorism Task Force, Fellows et al (2010) determined that operations was almost seamlessly streamlined thus enhance capability ins securing the country's maritime space. Further, it was established that the sharing of inter-agency sensors and local inter-agency liaison to collect, fuse, and disseminate information was crucial for achieving a multi-agency tactical picture thus enhancing the capability of the joint security operations.

Besides joint operations and multiagency operations between different security actors, teaming up between the security agencies and the civilians is increasingly becoming popular practice in addressing security challenges. Various studies have therefore been

conducted to on this subject. According to (Egnell, 2006) integration of British military and civilian personnel coupled with extensive interagency cooperation and coordination is crucial in the complex expeditionary operations. This integration of civil-military relations makes enhances the military's ability in planning and implementation of comprehensive campaigns as well as cultural and political understanding of the civilians by troops to increase their success levels during operations. Similarly, Zartsdahl (2018), in a separate study, observed that response to new wars (the contemporary world wars) has led to unprecedented levels of civil-military synergies within the European Union countries and this has successfully been used, at least with external partners, to achieve synergy and address the challenges security facing the European Union.

On the subject of marine borne insecurity, it is appreciable that and potential and actual threats from the sea are numerous and wide-ranging. The implication is that one security agency cannot tackle all these threats and also that each security agency working in isolation gives the enemy the opportunity to thrive. For that reason, multi-agency approach to port security and littoral operations is fundamental in devising effective command and control for marine defence. In a country like the United States of America, the Coast Guard and Navy multiagency maritime homeland security have been brought together to enhance collection and use of multiagency intelligence to protect and secure the critical maritime infrastructure (Watts, 2005). Another rationale, which may seem minor but is equally imperative in the multiagency approach to security operations is maximization of available resources. With national budgets competing against available constrained economic resources, Fellows et al (2010) avers that multiagency security

operations is a necessity for attaining an adequate level of national security while maximizing the available resources in a collaborative effort.

The present day security challenges across the world demands for interagency collaboration, which has evidently grown over the years. Rietjens and Ruffa (2019) argue that achieving coherence during operations is among the objectives at the core of multiagency operations aimed at restoring security and peace in countries dogged with civil and military wars. Borrowing from the concept of 'fit' from organizational theory and drawing from the UN peacekeeping missions, these two authors avers that the growing complexity and multidimensionality of war and violence across the world has made it difficult and impossible for any given security agency to work solely and in isolation and achieve success. The police cannot work alone and succeed in restoration of peace and security. The same can be said of other security agencies like military. Subsequently, the joint, multiagency operations are important in achieving coherence as opposed to dissonance and disconnectedness among the security actors which may lead to minimizing the chances of success during operations.

2.2.2 How Structure of Multiagency Approach Enhances its Viability in the Fight Against Terrorism in Kenya

Multiagency entities, just like any other organization represent diverse agency cultures and services where partnership members bring with them 'novel' resources and ideas to the problem-solving arena. Therefore the need for proper and effective structure to enhance efficient and effective functioning of the partnership cannot be overemphasized. This implies that designing and implementing a multiagency entity demands a number of factors to be taken into perspective both at the strategic and operational level. Leong (2016) draws from the 1990s move by the British Government to address the problem of

international organized crime within its boundaries to highlight the role and significance of multiagency approach to address insecurity concerns. The move, which underscored the significance of cross-agency and multiagency, was centered on cooperation and coordination among the different security and government agencies including professionals such as lawyers, national security services agencies and other relevant national agencies.

In a fashion likely to answer the question on how structure of multiagency arrangements enhance performance of the entities in realizing their objectives Atkinson et al (2007) contend that four key factors define effective multiagency establishments. These are clarification of roles when putting together the different agencies, securing commitment of the agencies and their teams at all levels and across the spectrum, ensuring that structures are crafted in such a way that trust and mutual respect is engendered among the different agencies, by the same token ensuring that the structure of the multiagency establishment fosters understanding between and among the agencies. According to the authors, the first factor can be realized by ensuring that there is parity amongst partners while valuing diversity. Securing commitment involves explaining to the different agencies that significance of their contribution thus getting them give their all in the mission. If trust and mutual respect is not enhance among the different actors is not cultivated through skills sharing and equal resource distribution, the multiagency team may not achieve their objectives. Finally, such partnerships must have joint training and recognition of individual expertise in order to foster understanding between the different agencies to enhance chances of objectives attainment.

With regard to the effectiveness of multiagency security teams, Canton (2011) argues that the success of this approach hinges on four elements; structuring the agencies to enhance communication which should be full multidirectional disclosure of information, structuring the agencies to enhance cooperation among the different actors to encourage mutual working relationships through joint action, ensuring that the structure enhances coordination where the agencies work together systematically, and ensuring that the structures encourage integration such that the different actors forming the multiagency team become indistinguishable from one another when working on the a mutually defined problem.

Partnerships are apposite to developing targeted interventions since they bring together a diverse group of individuals representing a diverse group of agencies with different intervention philosophies. Abbott, Townsley and Watson (2005) accentuate the when developing the structure, there is need to assign the different actors of the multiagency arrangement clearly defined roles to ensure minimal duplication of effort by the actors when working toward realization of the shared goals. This, according to Sloper (2004), is especially pertinent when considering a multiagency arrangement which involves a wide range of different actors. Subsequently, from the outset, a clear strategic plan outlining and detailing clear division of roles and responsibilities is essential. Further, in view of the wide array of actors and interests, a strong leadership team is fundamental to oversee the running of the multiagency arrangement steer it towards the right direction. Of equal significance is that the person leadership team must receive the support from all participating agencies because the leadership role is imperative in the realization of the goals and objectives.

The multiagency security structure needs to operate as a system rather than an assortment of separate components. That seems to be the general finding and conclusion of studies by different authors' works reviewed herein. Egnell (2006) contends that while the structure of a country's civil-military relations is important in successful attainment of multiagency and interagency operations, it is often largely overlooked in explaining the performance of armed forces involved in complex expeditionary operations. To enhance chances of success in management of complex emergencies by international military and aid workers, clear distinctions between their respective spheres of responsibility is of importance. Additionally, joint training exercises between as well as awareness courses for the international military and the civilian aid workers is fundamental in improving cooperation between and among the different actors. Further, distinctive and well-coordinated complementary actions by humanitarian, military and political actors can foster a successful end state to a crisis in times of war and violence (Jenny, 2001).

In study carried out on recent disasters such as the hurricane Katrina, the earthquake in Haiti which saw multiple civil agencies and the military working together, Hoffman, (2010) concluded that coordination between all the agencies involved in disaster response was critical to the success levels that were achieved. As a matter of structure, Pramanik (2015) observed that differences in working procedures between civil-military personnel coupled with a lack of knowledge on each actor's organizational identities resulted in stereotyping and prejudices thus becoming obstacles to coordination during rescue operations. To address these teething problems and challenges that undermine successful operations in international disaster response, improved structural coordination is essential

in making civilian and military teams more effective in organizing the different phases of relief, rehabilitation and recovery.

Egnell (2013) observe that in the previous decade the world witnessed a surging proliferation of strategic concepts that accentuate the prominence of civil–military cooperation, coordination and integration in response to the evolving security challenges and for effectiveness in complex operations. Therefore, based on interdependence and coherence of logics and conditions for coordination, military forces need to establishing and managing their relationships with civil actors (Rietjens, Soeters & van Fenema, 2013). In the same breath, and in a separate study, Zartsdahl (2018) observes that international organizations have faced challenges in increasing synergies between civilian and military instruments while responding to modern-day wars and security challenges. In a study on European Union engagements under the Common Security and Defence Policy, the researcher established that EU’s long, bureaucratic and disjointed command structure was an impediments to successful coordination between instruments to an extent where civil-military synergies were more common with external partners than between Common Security and Defence Policy instruments.

With reference to leadership (multi-agency command and control) as an element of multiagency operations, Watts (2005) concluded that laissez-faire command system is not appropriate neither is it applicable in light of the new security threats that the world faces. This could be because under this leadership style, the military personnel drawn from different agencies are less likely to work as a team. Additionally, this leadership style would be less effective in achieving the intended goals if the personnel lack the proper knowledge, experience, and skills necessary to perform effectively.

2.2.3 Extent to Which Multiagency Approach Has Been Effective in the Fight Against Terrorism in Kenya

The often overlooked yet the most basic question is whether the multiagency team has realized goals for which it was conceived. In some quarters, this approach been widely praised as a means to planning and implementing complex, comprehensive interventions. Indeed researchers like Rosenbaum (2002) have, in their literary works, argued that multiagency approaches have been more effective and more comprehensive in addressing community needs as compared to single-agency approaches. In other quarters it has been argued that multiagency arrangements do not always function as hoped are well. Consistent with this hypothesis, the evaluation literature provides several examples of instances where such approaches have had both positive and negative outcomes. Rungay (2007), argues that complexities of delivering effective multiagency operations include establishing appropriate and committed leadership, achieving clarity of aims, objectives and professional roles, and determining action plans and evaluative measures, none which when not appropriately done, multiagency partnerships end up becoming dogged and troubled by conflicts, often rooted in ignorance of other agencies' priorities and constraints, professional perspectives and resources.

These differences, as Frost and Lloyd (2006) accentuate, have the potential to negatively impact on the functioning of the multiagency arrangement as it can adversely affect the cohesion and integration of the new team. Levi and Williams (2013) observe that multiagency approached to addressing cyber security issues in the United States of America and in the United Kingdom (UK) between the government and private players have had varying degrees of success. Sharing information is important, for the success of their own organization as well as the exercise as a whole, the extent to which information

is actually being shared among organizations is often limited by a number of factors that can be attributed to the community, agency and individual level (Bharosa, Lee & Janssen, 2010).

The fight against terrorism is different from any other war in the current history. Governments are likely not to succeed primarily through military might only. Governments must therefore fight terrorist networks, and all those who support their efforts to spread fear around the world, using every instrument of national power, diplomatic, economic, law enforcement, financial, information, intelligence, and the military. Progress will come through the persistent accumulation of successes both seen and unseen. Governments must therefore remain vigilant against terrorist threats. This goal must be achieved if only governments and other concerned parties around the world can lead their lives free of fear from terrorist attacks European Union Report (2017). Rietjens et al (2013) credits the positive development in Uruzgan Province in Afghanistan's south to a comprehensive approach that was adopted to address the complex and multifaceted nature of problems. The coordination between the Dutch military and the wide variety of civil actors that took place during the period 2006–2010 in Uruzgan was found to be an integral element within the comprehensive approach to restoring sanity and development in that part of Afghanistan's thereby evidencing the possible positive outcomes of multiagency operations.

Siyech, (2017) gives credit to India's intelligence led counter-terrorism operations that have reduced by 30 percent ceasefire violations and penetration across its international border. Even though this is a credit, more robust intelligence on terrorist movement, coupled with building more capability in its porous border control through military action,

are good measures. As a result of government action, terror groups also devise their counter strategies, which only protract endless skirmishes, with devastating consequences on government and innocent people. According to Abizaid and Brooks (2014), despite strong strategy by US through its precision air strikes on terrorist targets, terror attacks increased by 39 percent compared to 2013, while losses in lives were more by 83 percent. In essence, Islamic extremist groups continue to multiply alarmingly in dominance, lethality and control, spreading into Africa, parts of South Asia and the Arab world. This indicates that counter-terrorism has to embrace a different approach for a positive impact. If States continue searching for individual solutions, this will take more time even as terror groups and attacks increase.

According to the a study on effects resulting from the ever-closer interaction between civilians and military in peace operations, contrary to other researchers' findings, Jenny (2001) argues and cautions that while cooperation between the military and the civilian in enhancing security may be good, too close a cooperation could have significant drawbacks. The researcher nonetheless seem to consent that if the coordination is done well, could improve the overall efficiency of peace operations by multiagency security teams and the security team and civilians in peace missions in countries experiencing civil wars. These sentiments seem to be in concordance with those of findings by Rietjens and Ruffa (2019) who concluded that low level of fit in strategic and organizational, cultural and human and operational is likely to lead into inertial and widespread frictions between agencies in a multiagency team in the practice of peacekeeping thus could potentially undermine peacekeeping effectiveness

Kodjo (2015) argues that the African Union has developed ways to mitigate against terrorism through its Peace and Security Council. The Union in 1992 adopted Resolution 213, which strengthened cooperation and coordination amongst African States. The members agreed to combat all forms of terrorism such as violent extremism and other direct attacks by terror groups. Subsequently, in 1994, Declaration 2 enabled States to denounce any form of terrorism regardless of sectarianism, ethnicity, tribalism, or religion. Terror activities were branded as criminal to be fought cooperatively. In Nigeria, the militia group Boko Haram has for almost two decades presented and a major security challenges for the country's security system. Since its morphosis from a quiet religious to a deadly terrorist group in Nigeria and parts of West Africa, effectively tackling the terrorist groups has been elusive. Formation of a multiagency group to fight the terror groups has been seen little success due to what Eme (2018) associate with an inter-security agency rivalry which hampers national counter terrorism strategy in the country. To address this problem, the researchers advocates for intensive collaboration amongst the relevant security agencies.

Security sector reforms according to Muthondeki (2017), is one of the key strategy areas where the fight against terrorism has been centred. in The aspect of effectiveness of the multiagency approach was assessed in a study carried out in Kenya to evaluate the effectiveness and challenges of counterterrorism strategies in Kenya, Kivunzi and Nzau (2018) determined that among the various strategies the country employed in countering terrorists' activities in the country, multiagency approach was in neutralizing and foiling planned terror activities within the country's borders. The religious organizations such as the Inter-Religious Council of Kenya (ICK), Supreme Council of Kenya Muslims (SUPKEM), and National Council of Churches in Kenya (NCCCK) in Kenya have been

active in advocacy for counter-terrorism through common dialogue. Following some incidences such as Mombasa riots where agitated Muslims burned a church in protest of having their cleric killed, interfaith leaders were in the forefront to express religious tolerance and restraint (International Religious Freedom Report, 2013). In a speech delivered during one of the country's military events, Kenya's president lauded the Multi-agency approach taken by the government for having paid dividends for the country's security. Cooperation between agencies, according to the president, has seen the country's government put an end to many forms of crimes including terrorism (PSCU, 2020). The multiagency initiative is aimed at ensuring an integrated response to insecurity. The approach brings together various response units of the security agencies like the army and police to facilitate information-sharing, pooling resources and synchronising security responses (Muthondeki, Matanga & Okoth, 2017). Mwangi (2017) in a study on neo-elitism and counterterrorism operations in Kenya established that lack of collaboration, coordination and cooperation among the security agencies have been hindrances to counterterrorism operations in Kenya. Referring to the Westgate Mall attack, the researcher argues, interagency conflict fueled by lack of collaboration, coordination and cooperation among the country's counterterrorism security agencies led to poor and regrettable operations to combat the Westgate terror attack. Pursuance of selfish personal and agency-specific interests in order to maintain organizational supremacy over counterterrorism efforts compromises success of the agencies in fighting terrorism in the country.

2.3 Summary and Research Gaps

In view of the foregoing, and based on the available theoretical and empirical evidence, a number of gaps have been identified in the study. First, and most important is

the paucity of studies focusing on multiagency fight against terrorism in the country. Despite the terrorism and other insecurity challenges intensifying in the country in the recent past, substantial studies are yet to be conducted in this area. Additionally, despite establishment of the multiagency team in the country in the recent past, its effectiveness in meeting its mandate, which is to fight terrorism in the country, is yet to be evaluated through research grounded on scientific processes and procedures. Available comments on the effectiveness of this multiagency is just from political and professional commentators and nothing from scientific research. Elements of the structure of the existing multiagency team in Kenya and the effect it has had in the overall fight against terrorism is another area that seemingly has been given a wide berth by researchers of Kenya's security sector. It is on the backdrop of these gaps that this research intends to establish the contribution of multiagency security approach to the fight against terrorism in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology of the study. It details procedures that were followed in carrying out the study. The research design, study population, sampling methods and procedures, data collection procedures and instruments, data analysis and reporting and ethical issues are described in this chapter.

3.2 Research Design

Rahi (2017), defined research design as the overall strategy that a researcher chooses in order to integrate the different components of the study in a coherent and logical way to ensure that the research problem is effectively addressed. Rahi goes ahead to spell out that it constitutes the blueprint for the collection, measurement, and analysis of data. Another author Roller (2014), defines research design as a blueprint and general outline that describes how, when and where data are to be collected and how the collected data was analysed to come up with useful information. This study adopted a descriptive research design especially because it allows the researcher an opportunity to depict the participants in an accurate way without any interference while at the same time not influencing their responses in any way. In this case, the researcher interacted with security actors who are familiar with the workings of the multiagency approach. This research design is also appropriate for determining the cause and effect between the multiagency approach and the fight against terrorism in Kenya. A combination of qualitative and quantitative approaches to research were used to conduct this study. This combination is helped enhance the results and findings of the study by ensuring that the shortcomings of one approach are offset by the fortes of the other (Williams, 2014).

3.3 Research Site

Even though the phenomenon of terrorism has occurred in various parts of Kenya, this research study was conducted in Nairobi, Kenya. Data collection however was mainly done in Nairobi because being the capital of the state, it innately houses the headquarters of state security agencies from which policies are made then cascaded downward to the smallest units at local levels for implementation. Specifically, the headquarters of the NCTC which brings together representatives from the various state security agencies to collect the information required as well as the headquarters of targeted departments involved in the multiagency approach was visited for data collection. The NCTC was established in law by the Security Law Amendment Act 2014. It is a multi-agency instrument primarily of security agencies built to strengthen coordination in counter terrorism. The institution's mandates include coordinating national counter terrorism efforts, conducting public awareness on prevention of terrorism, developing strategies to counter radicalisation and foster de-radicalisation and facilitating capacity building in counter terrorism and prevention. The NCTC consists of offices from the following security agencies; the NPS, the NIS, the KDF, a representative from National Security Council and such other agencies determined by the National Security Council (NCTC, 2020).

If need be and in the event of snowballing, relevant respondents outside of Nairobi whose participation was deemed important was also called on for data collection. The expansion of the research site to include places out of Nairobi was informed by the understanding that terrorism has occurred in different parts of the country and some key personnel may be at the point of data collection located outside Nairobi.

3.4 Target Population

Target population refers to a set of individuals or objects with common observable characteristics of a particular nature distinctive from other population and which a researcher is interested in obtaining information from. It is the population to which a researcher generalized the result of a study (Thompson, 2012). The target population of this study was 1310, comprising of the Anti-Terrorism Police Units (ATPU), Kenya Defense Forces (KDF), National Intelligence Services (NIS), Directorate of Criminal Investigations (DCI) and security policy makers from the state department of interior's head office (NCTC, 2020). These are the specific major security actors involved in the design and execution of the multiagency approach specifically with regard to the fight against terrorism.

Table 3.1: Target Population

Target Population	Frequency	Percentage (%)
Anti-Terrorism Police Units	650	49.6
Kenya Defense Forces	255	19.4
National Intelligence Service	166	12.7
Directorate of Criminal Investigations	150	11.5
State Department of Interior (NGAO)	89	6.8
Total	1310	100

Source: State Department of Interior and Coordination of National Government, 2020

3.5 Determination of Study Sample

3.5.1 Sampling Procedure

Non-probability sampling, specifically maximum variation sampling was used in this study. This type of non-probability sampling involves gathering data from a wide range

of participants with different viewpoints to study a certain phenomenon. In this study, individuals in the different categories of the target population are likely to have varied perspectives on the objectives of this study and therefore provides much insight into the subject under examination, which is essential in enriching the findings of this study (Tongco, 2007). Purposive and snow ball sampling procedures were also used to obtain key informants for in-depth interviews.

3.5.2 Sample Size

Sample size for any research study should be calculated based on satisfactory levels of significance, nature of the study, expected effect size, underlying event rate in the population, and standard deviation in the population (Kadam & Bhalerao, 2010). Due to time, financial and resource constraints and other factors beyond the researcher's control, it was impractical to reach every item of the target population. Thus, only a small sample of the targeted population was chosen for research in order to enhance the accuracy of the results and findings of a study. The sample size for this formula was calculated using Yamane (1967) formula as follows;

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n is the sample size

N is the population size,

e is the alpha level

Using the formula, the sample size for this study was 306 individuals, and the numbers were distributed as shown in Table 3.2.

$$n = \frac{1310}{1 + 1310(0.05)^2} = 306$$

Table 3.2: Distribution of the Sample Size

Target Population	Frequency	Percentage (%)
Anti-Terrorism Police Units	152	49.6
Kenya Defense Forces	59	19.4
National Intelligence Service	39	12.7
Directorate of Criminal Investigations	35	11.5
State Department of Interior (NGAO)	21	6.8
Total	306	100

Source: Researcher, 2020

3.6 Data Collection Procedure and Instruments

3.6.1 Developing of Instruments

Primary data was collected for this study. Primary data refers to first-hand information a researcher obtains from the field (Obwatho, 2011). Questionnaires and interview schedules were utilized to gather data. 296 questionnaires were used to gather data from across the five strata that make up the sample size except for the top leaders who totalled 10 and on whom the interviews were conducted. The questionnaire and interview schedule had questions based on the objectives of the study. The data collection instruments had both open-ended and closed-ended questions. The open ended questions were intended to give the respondents an opportunity to express their thoughts on the questions posed while the closed questions provided the respondents with choices from which they would choose the choice that best described their thoughts based on the research question. Using questionnaires and interviews was considered advantageous because these

instruments are user-friendly and easy to analyze for the reasons that they are in an immediate usable form. Additionally, these two methods are reasonably time and cost efficient as compared to conducting experiments.

3.6.2 Pilot Testing of Research Instruments

A pilot test was conducted to help identify questions within the research instruments that were either not easy to understand or were not clear to the respondents. The originally developed survey instruments were therefore administered to 31 (10% of the sample size) pilot participants whose profiles matched those of the target population in order to evaluate the suitability of the instruments. The pilot testing was done in Mombasa because of the relatively cosmopolitan composition of the county and its experiences with acts of terrorism. Additionally, expert advice was sought from the supervisors in order to have their insight and input on the data collection instruments to improve their content.

3.6.3 Validity of the Research Instruments

The questionnaire to the respondents was designed to capture specific objectives. Validity is the extent to which outcomes obtained from analysed data represent the event being studied. Validity is about the accuracy of data obtained in representing the variables of the study and reliable replication of the variables (Mugenda & Mugenda, 2012). To make certain validity of the data collection instruments, the researcher consulted the supervisors to critique and comment on the tools in terms of the adequacy of the content and flow of constructs for further improvements. Further the researcher conducted a pilot test with a small population that is representative and matches the profile of the target population to ascertain that the data collection tools consistently yielded reliable data. The input of these processes was adopted and incorporated in the data collection tools after which the final instruments for data collection were refined and administered.

3.6.4 Reliability of the Research Instruments

Reliability ensures that there is precision in the methods and tools with which data is collected. Attaining identical results time after time is a reliable and sufficient indicator that data gathered is reliable (Mugenda & Mugenda, 2003). The test- retest method was used to determine the reliability of the instruments. The tests were carried out repeatedly until the findings became congruent enough to be considered reliable. The instruments were administered to the test group twice at intervals of two weeks after which the results were compared. The first test yielded a coefficient of 0.86 while the second yielded a coefficient of 0.88. The average of these tests was 0.87. Based on this finding, the tool was adjudged reliable for use in data collection in line with Mugenda and Mugenda (2003) recommendation of a coefficient of 0.7 as being sufficient to allow the use of the instruments for data collection.

3.7 Data Analysis and Reporting

For the data collected to be considered meaningful and useful, it needs to be analyzed in a manner that it is easily comprehensible by consumers of the information. In this study, data analysis encompass summarization of the important features and relationships of data in order to generalise and determine patterns of behaviour and particular outcomes. Before processing the responses, the completed questionnaires were edited for completeness and consistency. The researcher used both qualitative and quantitative techniques in analyzing the collected data. Descriptive statistics obtained from Statistical Package for Social Scientists (SPSS) version 24 were employed to analyze the quantitative data. These include frequencies and percentages. The obtaining statistical data was interpreted in terms of the study objectives. The findings were presented in the form of tables, graphs and charts for ease of interpretation and understanding. Qualitative data

was analyzed using content emerging from the themes. This involved systematically coding, evaluating, and interpreting the qualitative data gathered from questionnaires and interviews in order to make sound observations and conclusions. Finally, a report was written to provide detailed accounts of the study's findings.

3.8 Legal and Ethical Considerations

Professional rules and etiquette were observed during the research. To begin with, permission from relevant authorities was sought. A letter of introduction from the ANU was obtained for the purposes of identification and to prove legitimacy of the research study. Authorization permit from National Commission for Science, Technology and Innovation (NACOSTI) was obtained before the collect data collection process begins. Consent was also sought from the County Government of Nairobi and the management of state department for interior before their staff are engaged in the research study activities. Additionally, the research followed policies and procedures as well as research conduct rules spelt by Africa Nazarene University. Participation by respondents was also voluntary based on informed consent hence no one was coerced to participate in the study. Throughout the research process and even after, the identity of the respondents were concealed to safeguard their safety, whether by way of personal harm or victimization.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents the findings and analysis derived from the survey. The chapter on the outset provides the profile of the participants by analyzing the respondents' demographic details. This is followed by analysis and findings of the main data based primarily on the three specific objectives of the study and the specific questions from both the questionnaire and the interview schedule. Tables, pie charts and graphs have been used to facilitate a simplistic reader-friendly of the findings. The analyzed data has been illustrated in a meaningful way to facilitate the discussion of the findings.

4.2 Response Rate and Demographic Profile

4.2.1 Response Rate

The data collection phase was successful. Out of the 296 questionnaires issued to survey participants, 251 were returned, all fully answered and hence used in the analysis. The 251 questionnaires that were returned and the 10 successful interviews represented an overall return rate of 84.8%, which according to Mugenda and Mugenda (2003) is an excellent response rate sufficient to warrant analysis. Similarly, the interview sessions were successful as all the 10 targeted interviewees fully cooperated and productively took part in the study. Mugenda and Mugenda (2012) recommend that a 50% response rate is adequate to permit a researcher to proceed with data analysis, describing response rates of 60% and 70% as good and excellent respectively. Similarly, Kothari (2011) advances that a response rate of above 70% is excellent. Based on these recommendations, the response rate attained in this study was adjudged sufficient and also enhances confidence for generalization of the findings.

4.2.2 Respondents' Gender

According to the results presented in Figure 4.1 on gender of respondents indicate that 69% (174) of the survey participants were male while the rest 31% (77) were women. A possible explanation to this distribution could be gender stereotypes and institutional bias within the security profession. The notion that the security profession has for a long time been considered as masculine in its orientation, hence the dominance of males.

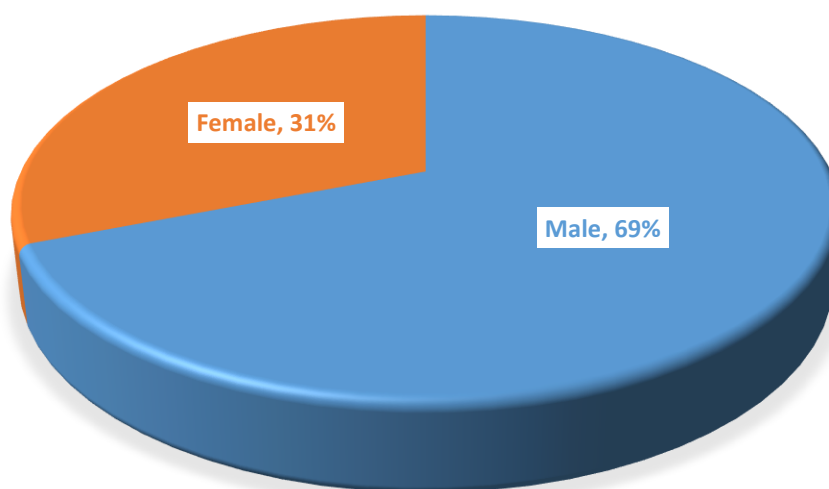


Figure 4.1 Respondents' Gender

Source: Researcher, 2020

4.2.3 Respondents' Age

To determine the distribution of the respondents by age, the study grouped them into four categories: 21-30 years, 31-40 years, 41-50 years and over 51 years. This categorization was informed by considerations of who qualifies to be an adult in Kenya hence qualified for employment and the duration of training before a fresh recruit is deployed to the field. The results of analysis presented in Figure 4.2 indicates that 21% (52) of the respondents fell in the 21 to 30 years age bracket, 43% (107) were aged between 31 to 40 years, 25% (62) were in the 41 to 50 years bracket and the remaining 11% (27)

were aged 51 years or more. This distribution is an indicator that individuals aged between 31 to 40 years were considered agile, experienced and energetic enough for deployment to secure the country from acts of terrorism. Additionally, respondents falling in the age brackets of 31 to 50 years can also be considered adequately experienced in the profession so as to take command and make optimal decisions that are in line with the goals and objectives of the multiagency team of securing the country in the most efficient way. Commenting on the other two age brackets, respondents in the lowest age bracket, 21 to 30 years were found to be relatively new, moderately experienced recruits in terms of enlisting to the security sector or fresh graduates of specialized training who had been attached to gain experience and offer their skills in defence of the country. In reference to the highest age bracket, 51 years or more, which is also the smallest in terms of proportion, respondents in this category were found to be commanders and policy makers, positions held on account of merit and experience to offer guidance to the action teams in the field. Their relatively small number was also attributed to the law of diminishing returns where most officers at that age were not considered very active and capable in terms of physical manoeuvre.

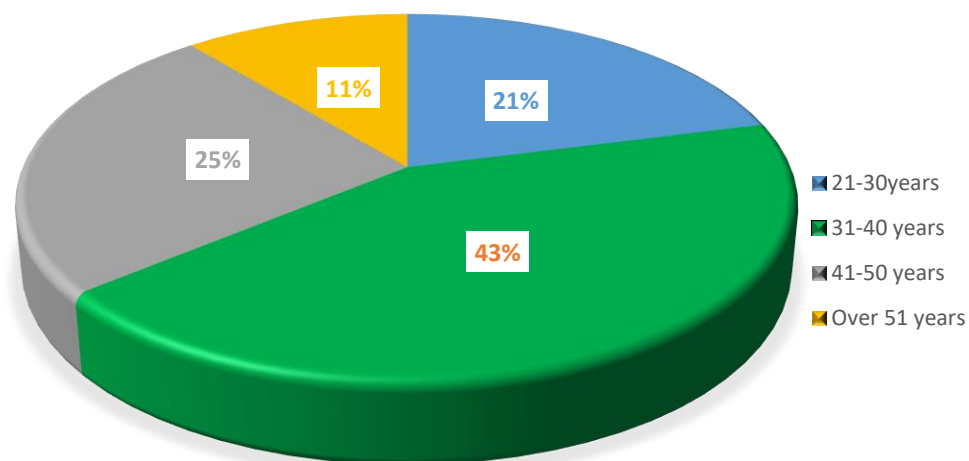


Figure 4.2 Age Brackets of Respondents

Source: Researcher, 2020

4.2.4 Highest Education Level

Results in Table 4.1 show that none of the respondents has either primary or secondary education as their highest level of education. The least educated respondents, 32% (80) had a secondary level of education backed up with the relevant professional security training upon joining the respective service and prior to deployment to the multiagency team, 26% (65) had attained a college level of education while those who had attained a university degree were distributed as follows: – undergraduate 23%, (58) university – masters 15% (38) and university – doctoral 4% (10). These outcomes indicate that the respondents are adequately educated for the tasks they are meant to perform within the multiagency team given the nature of team's operations which requires a good mix of professional training as well as academic achievement to fathom the depth of the threat of terrorism. Moreover, working in a multiagency security setting requires a certain level of intergroup cohesion, bonding and understanding because often times, the agencies may be

required to undertake joint trainings or other engagements together. Further, an individual's level of education would be a pointer to their training needs and leadership development capabilities.

Table 4.1 Highest Education Level Attained

Education level	Frequency	Proportion (%)
Primary	0	0%
Secondary + professional training	80	32%
College	65	26%
University – Undergraduate	58	23%
University – Masters	38	15%
University – Doctoral	10	4%
Total	251	100

Source: Researcher, 2020

4.2.5 Security Agency Attachment

Distribution of composition of the multiagency team as drawn from the various security agencies in Kenya is presented in Figure 4.3. From the results, 11% (27) of the respondents were from the DCI, 23% (57) were from the NIS, 42% (105) were from the ATPUs, 19% (47) were from the KDF and the rest 5% (12) were representing the NGAO in the multiagency security team. Generally, the study observed that there was a proportionate distribution of the units in the multiagency team. This implies that during the formation and institution of the multiagency team, members were equitably drawn from the different units so as to enhance equity in the contribution of each agency and to ensure

that critical input is not missed as a result of insufficiency of personnel from one or more agencies.

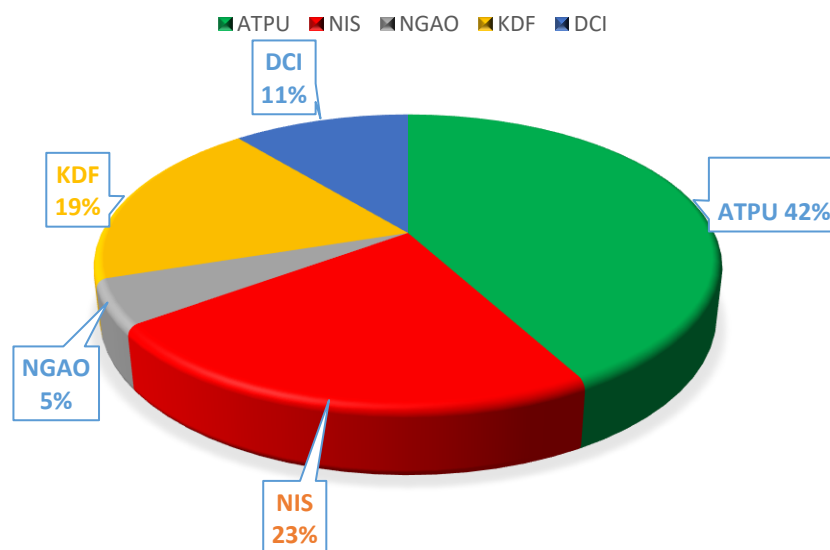


Figure 4.3 Security Agency in Which Respondents are Attached

Source: Researcher, 2020

4.2.6 Duration of Work with the Multiagency Team

With regard to the duration served in the multiagency team, 13% (33) of the respondents had served in the team for less than one year as depicted in Figure 4.4. The rest had one or more years of service in the team, with 51% (128) having served in the team for between 1 to 5 years, 21% (53) having been with the team for between 6 to 10 years and 15% (37) having served with the multiagency team for over 10 years or more. From the outcomes of the analysis, majority of the respondents had served in the multiagency team for a reasonably long duration which was within the time scope of the study and therefore were able to adequately comment and provide a lot of useful and in-depth information to this study. It emerged from the study that those that had indicated they had worked in the multiagency team for over 10 years were mainly NGAO and senior officers who had been in the security sector for long.

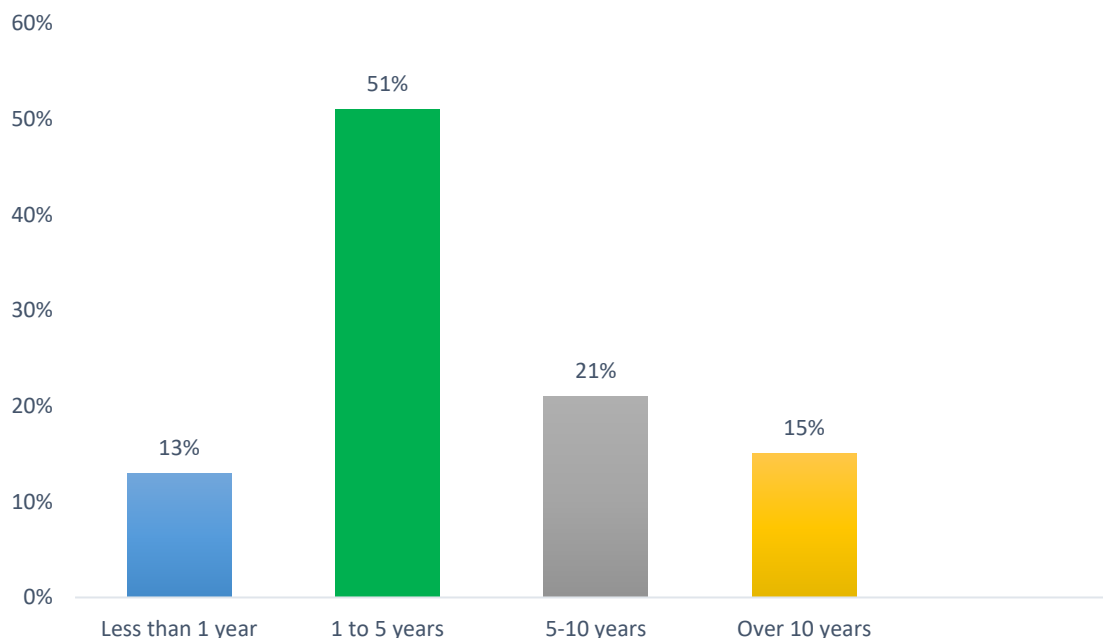


Figure 4.4 Duration Respondents have worked with the Multiagency Team

Source: Researcher, 2020

4.3 Presentation of Research Analysis and Findings

4.3.1 Rationale to Adoption of Multiagency Approach to Security in the Fight against Terrorism

With regard to the question on success of multiagency approach being an influencing factor in adoption of the same approach in Kenya, Figure 4.5 shows that 72% (180) of the respondents agreed that success of such teams in other countries was a key inducing factor, 6% (15) were neutral in their responses and the rest 22% (55) of the respondents disagreed that success in other nations was an influencing reason in adoption of multiagency approach to countering the problem terrorism-related insecurity in Kenya. This finding implies that the security agencies in Kenya had been studying and benchmarking with the best practices elsewhere across the world and, based on the narratives of success in those countries, security sectors deemed the multiagency approach to security in the fight against terrorism appropriate to address the problem at home.

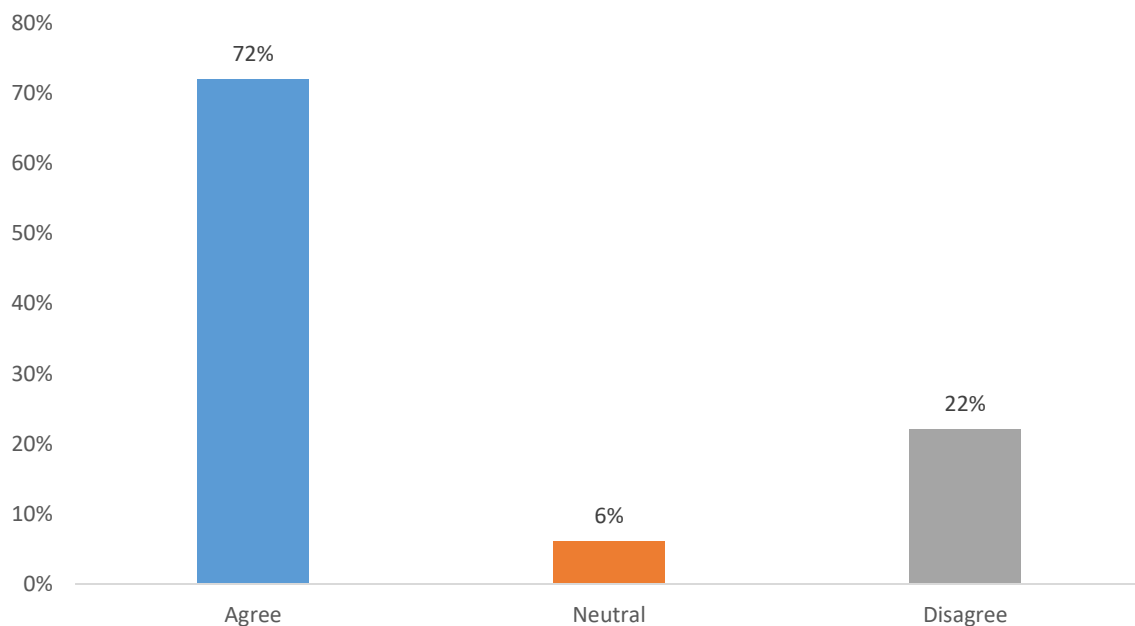


Figure 4.5 Success in Other Countries Influencing Adoption of Multiagency Approach

The survey participants were also asked on their view on whether leveraging on the capabilities of the various agencies in the security sector could have influenced the establishment of the multiagency security team to tackle terrorism on Kenya's home soil. From the results captured in Table 4.2, 80% (201) of the respondents agreed that synergy achieved by bringing different security agencies to work together as a team influenced the establishment of the team, 2% (5) of the respondents expressed indecisiveness in their views while 18% (45) disagreed with the question statement. This view was reiterated by all the interviewees as aptly captured by the response given by interviewee 4:

Each of the security teams in Kenya has a different curriculum of training guided by the legal mandate establishing that service or unit, hence a unique skill set. For instance, National Intelligence Service (NIS) gathers information which is then sent to the Joint Counter Terrorism and Analysis Centre (JCTAC) for analysis and dissemination to relevant teams for action. Other than technical skills in particular areas, the security services/forces have different equipment which can be deployed to thwart or counter a given security threat such as an act of terrorism. (Interviewee 4).

Achieving synergy while complementing each other implies that with their different specializations and strengths, the multiagency team is likely to be more effective as opposed to each of them working on its own thus the responses from the participants.

Table 4.2 Leveraging Capabilities Influencing Adoption of Multiagency Approach

	A	N	D
To leverage on the capabilities of the various agencies in the security sector.	80%	2%	18%

Source: Researcher, 2020

Under the first objective, another survey question was on synchronization of activities and averting duplication of roles among security agencies as a possible motivation for Kenya to create the multiagency security team made of members drawn from the country's various security agencies to fight terrorism in the country. The findings in this respect were as shown in Table 4.3. The analysis revealed that 53% (133) of the survey participants responded affirmatively to the question, 34% (85) of the respondents disapproved the question rationale as a possible inspiration to adoption of the approach while the rest 13% (33) of the survey participants were not certain whether or not synchronization of activities and avoiding duplication of roles among security agencies prompted the country to establish a multiagency security team. A probable explanation for these results show that by bringing proportions of the different agencies to work together to counter terrorism in the country, possible conflicts or incidents such as friendly fire that reportedly arose during operations were eliminated to a very great extent. The study argues that synchronization of activities would also maximize available resources and capabilities that can translate to better response to crisis situations.

Table 4.3 Synchronization of Agencies' Activities Influence Adoption of Multiagency Approach

	A	N	D
To synchronize activities and avoid duplication of roles among security agencies.	53%	13%	34%

Source: Researcher, 2020

Analysis results exhibited in Table 4.4 reveal that 58% (145) of the respondents agreed that winning public support and minimizing anxiety, especially during possible or actual terror attacks through a concerted effort by the multiagency team to counter terrorism in the country. In this regard, an interviewee explained that during incidents, a commander would be identified and given the responsibility to continually keep everyone outside the operation abreast with the right information. The proportion of respondents that disagreed with the question statement was 23% (58) while the rest 19% (47) of the survey participants were neutral in their responses. These findings demonstrate how timely availability of reliable information is critical in the fight against terrorism and sharing the same information across the different teams is very important thus the formation of the multiagency team according to majority of the respondents.

Table 4.4 Coordination of Flow of Information Influence Adoption of Multiagency Approach

	A	N	D
To coordinate the flow of information so as to win public support and minimize anxiety.	58%	19%	23%

Source: Researcher, 2020

From Table 4.5, 41%, (103) of the respondents agreed that centralization of operations influenced the formation Kenya's multiagency security team tasked with the

responsibility of fighting terrorism in the country. Slightly more than one quarter of the survey participants, 27%, (67) disagreed with the question statement while almost one third of the respondents, 32% (80) were not certain whether or not centralization of operations and minimization of friendly fire during combat situations had motivated the move towards multiagency programming in the fight against terrorism. It was however instructive to note that nearly one third of the respondents disagreed with the question statement, implying that centralization of the command was not very desirable. A key informant noted as follows in light of this finding.

Every security agency has its own standard operating procedures. For instance, it will be very difficult for a KDF officer to report to a police commander and vice versa. For me, centralization will create more problems than solutions especially in the area of command. (Interviewee 8)

This response demonstrates that separate command centres for each agency making them multiagency team would be appropriate for the approach. However, consistent communication should emanate from a central position then disseminated to the different agencies through their commanders.

Table 4.5 Centralization of Operations Influence Adoption of Multiagency Approach

	A	N	D
To centralize operations and minimize friendly fire during combat situations.	41%	27%	32%

Source: Researcher, 2020

From the interview sessions, the interviewees were clear that security being a shared function, there was no single team that had the capacity to effectively secure the country and especially in age of terrorism which had undermined various forms of the state's security. The multiagency approach was therefore more like a panacea to disjointed

efforts with the National Counter Terrorism Centre being created as a mechanism to coordinate the various actors to deliver safety and security from terrorism.

Another interviewee observed that when each security agency was allowed to operate in isolation, there was very little progress and success in the fight against terrorism in Kenya. This, according to the interviewee, inspired the Kenyan government to establish the NCTC in order to bring together sections of all security agencies in Kenya to successfully fight terrorism. The interviewee's verbatim comment is as presented below;

Before the NCTC was established, each arm of the country's security system was working in isolation. For instance, the NIS gathered intelligence but did not take the extra step to share it with the other agencies in the security system. Everything was a mess and the terrorist almost had the pleasure to do as they wished. Seeing that so much was being lost and terrorism was taking root in the country, our government formed the NCTC in 2014 and since then the different agencies within the multiagency team have tirelessly worked together to fight terrorism in Kenya, with a lot of success. (Interviewee 2)

Although the point of borrowing the idea of the approach was not mentioned by most interviewees, some of the interviewees were keen to point out that Kenya is constantly on the look for best practices elsewhere and that the idea was borrowed from the country's friendly counterparts like Israel and the United States of America who had faced serious existential threats emanating from terrorism.

4.3.2 How Structure of Multiagency Approach Enhances its Viability in the Fight against Terrorism

Study respondents were asked whether they felt each security agency presents a member to the multiagency coordinating team. From the findings depicted in Figure 4.6, a significant majority of the respondents, 95% (238) agreed with the question statement, 3% (8) were neutral while the rest 2% (5) disagreed that each security agency presents a member to the multiagency coordinating team. The implication from these results is that the coordination team is not left to a few representatives from security teams but is done

by members from all teams. This is important to enhance cohesion among the teams and also in getting views from all quarters when making decisions that affect the multiagency team. Moreover, operational challenges were minimised as each team was briefed by their own officer and this would serve to enhance ownership and commitment by the constituting teams.

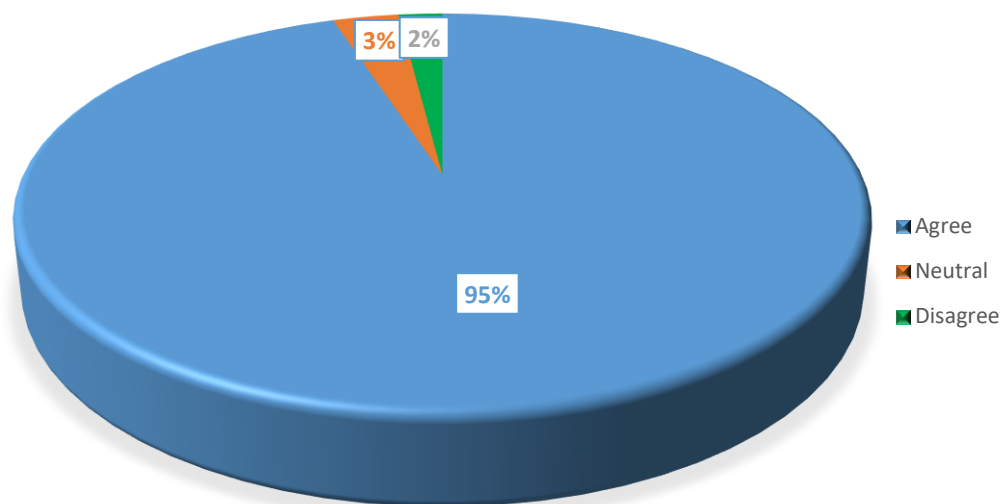


Figure: 4.6 Presentation of Members to the Multiagency Coordinating Teams by Agencies
Source: Researcher, 2020

Analysis outcomes with regard to the question on whether each member of the coordination team brief their respective members on programme of activities are presented in Figure 4.7. From the results, 81% (203) agreed that their superiors who sit in the coordination team of the multiagency team do brief their respective members on programme of activities while 6% (15) disagreed that such briefings ever take place. The rest 13% (33) of the respondents are were not certain whether or not such briefings do take place. These findings show that representatives of the respective agencies appreciate the importance of their team members staying abreast with regard to programme of activities of the entire agency. In this regard, training becomes meaningful and commitment is

enhanced as team members feel valued and appreciated. The proportion of respondents who indicated that they do not receive such briefings probably have representatives who do not communicate regularly or do not pass information that is considered confidential.

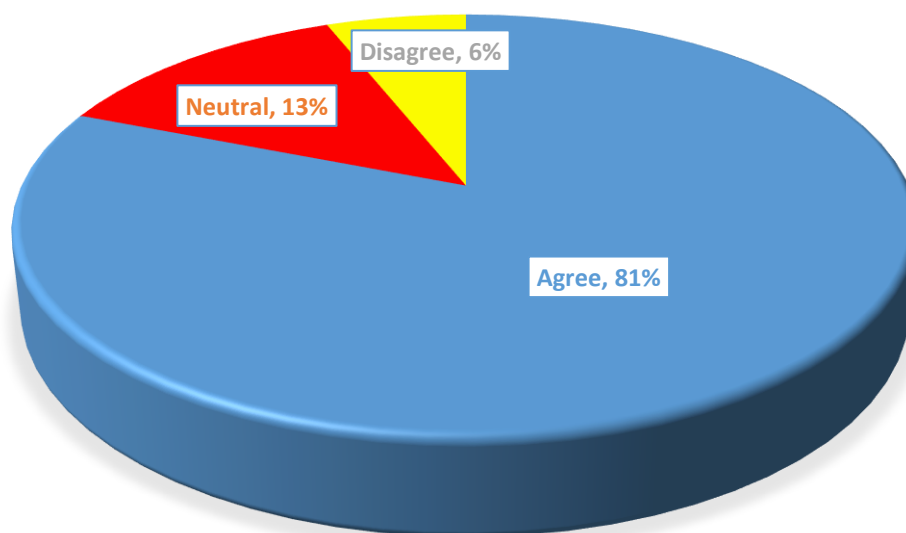


Figure 4.7 Briefings of Agencies on Programme of Activities by Members of Coordinating Team

Source: Researcher, 2020

With regard to the structure of the multiagency team mandated with the responsibility of fighting terrorism in Kenya, respondents were asked whether sharing of roles takes into account the relative capabilities of each member of the multiagency team. In response to the question, 73% (183) of the survey participants agreed that each member's capabilities is taken into account when roles are being assigned, 17% (43) of the survey participants were of the contrary view while the rest 10% (25) were neutral on whether at the time of sharing roles the capabilities of each member is taken into perspective by the assigning team. These results indicate the reality that Kenya's security team have different capabilities and each has a role to play in the fight against terrorism.

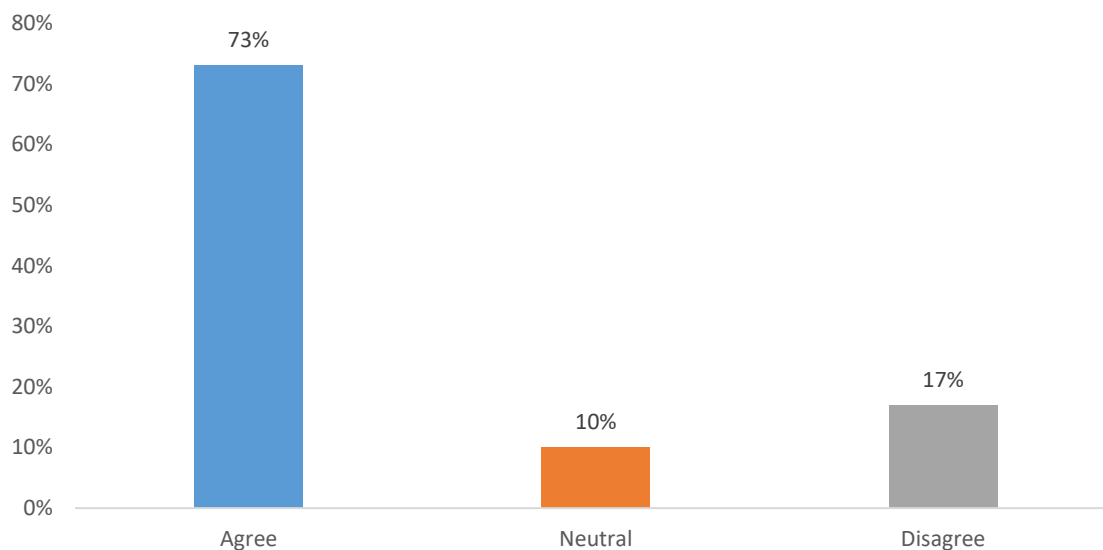


Figure 4.8 Consideration of Agency Capabilities in Sharing of Roles in the Multiagency
Source: Researcher, 2020

Asked whether regular meetings were held regularly by the multiagency team to review progress on assigned tasks and deal with emerging situations, slightly over half of the respondents, 51%, (128) agreed that such meetings were usually held, 27% (68) responded negatively to the question by disagreeing that the multiagency team holds meetings regularly to review progress on assigned tasks and deal with emerging situations while the rest 22% (55) of the survey participants were neutral as shown in Figure 4.9. Going by these figures, there seems to be some deficiency with regard to regularity of meetings which are essential for keeping objectives on course and ensuring the country is safe from surprise terror attacks. An interview participant noted as follows:

The management and or coordination of independent security units is not easy as it is easier to pass blame in case of breaches. Superiority and inferiority complexes are common in such formations and it requires a lot of patience, understanding the guiding principles and collaboration. (Interviewee 6)

The foregoing finding was attributed to a number of things among them the legal mandates establishing the specific units that comprise the multiagency team as well as different levels

of motivation among the agencies based on remuneration or prestige of the service. The study takes the view that harmonization of the law and terms of service for the various agencies would eliminate some of the morale killers and foster unity of purpose in the broader team.

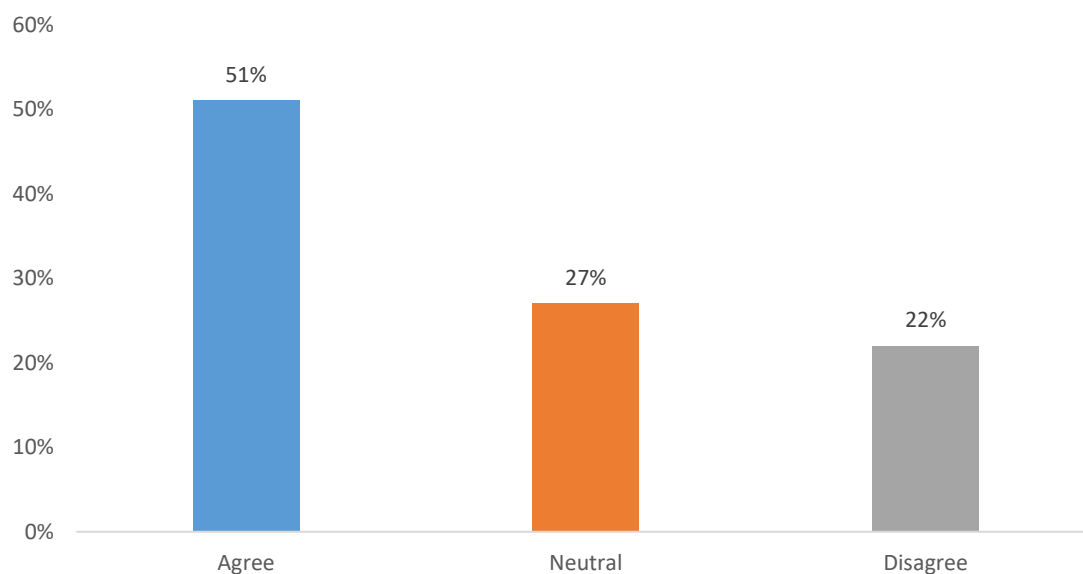


Figure 4.9 Regular Meetings to Review Task Progress and Deal with Emerging Situations
Source: Researcher, 2020

Results in Figure 4.10 show that 54% (136) of the respondents agreed that once tasks are shared, leadership of respective agencies are given the authority to command their individual agencies. Almost one quarter of the respondents, 24% (60) disagreed that command responsibilities are left to the leadership of individual agencies once tasks are shared. The remaining 22% (55) of the respondents were neutral in their responses which show that they were not sure whether the leaders of the respective teams are given the authority to command the team.

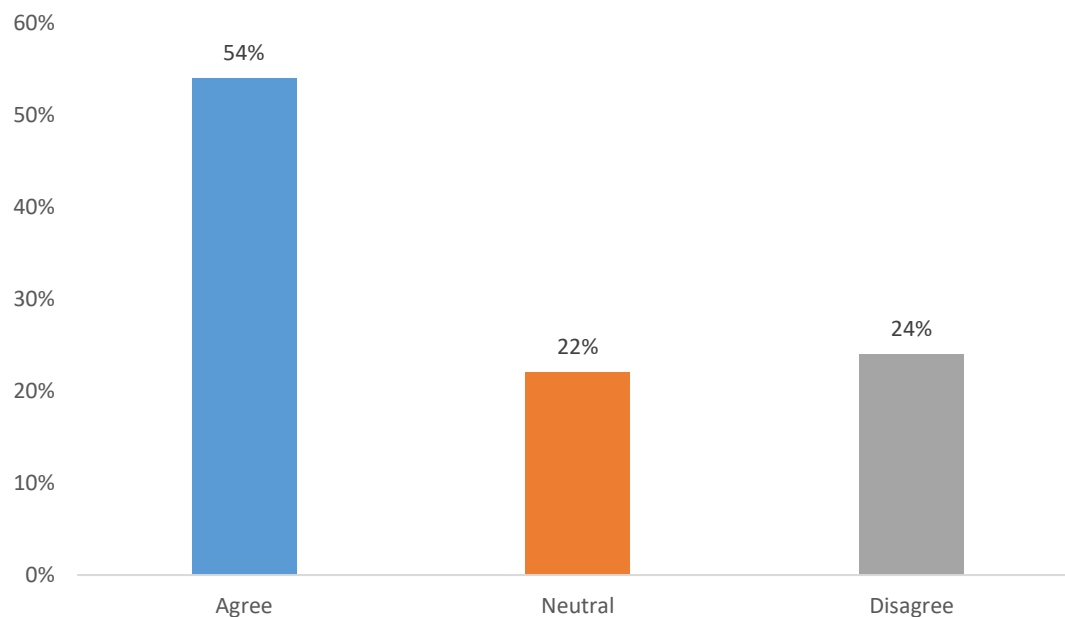


Figure 4.10 Command Responsibilities Left to Leadership of Individual Agencies

Source: Researcher, 2020

The implication of the above finding is that while the leaders of the individual agencies have the authority to direct activities in their respective agencies, considerable leadership and control of each agency in the multiagency team still comes from the central command center of the multiagency team cascaded from the national level to the grassroots level, organized along the administrative units in the country. Figure 4.11 demonstrates the architecture of the multiagency approach to security as used in Kenya.

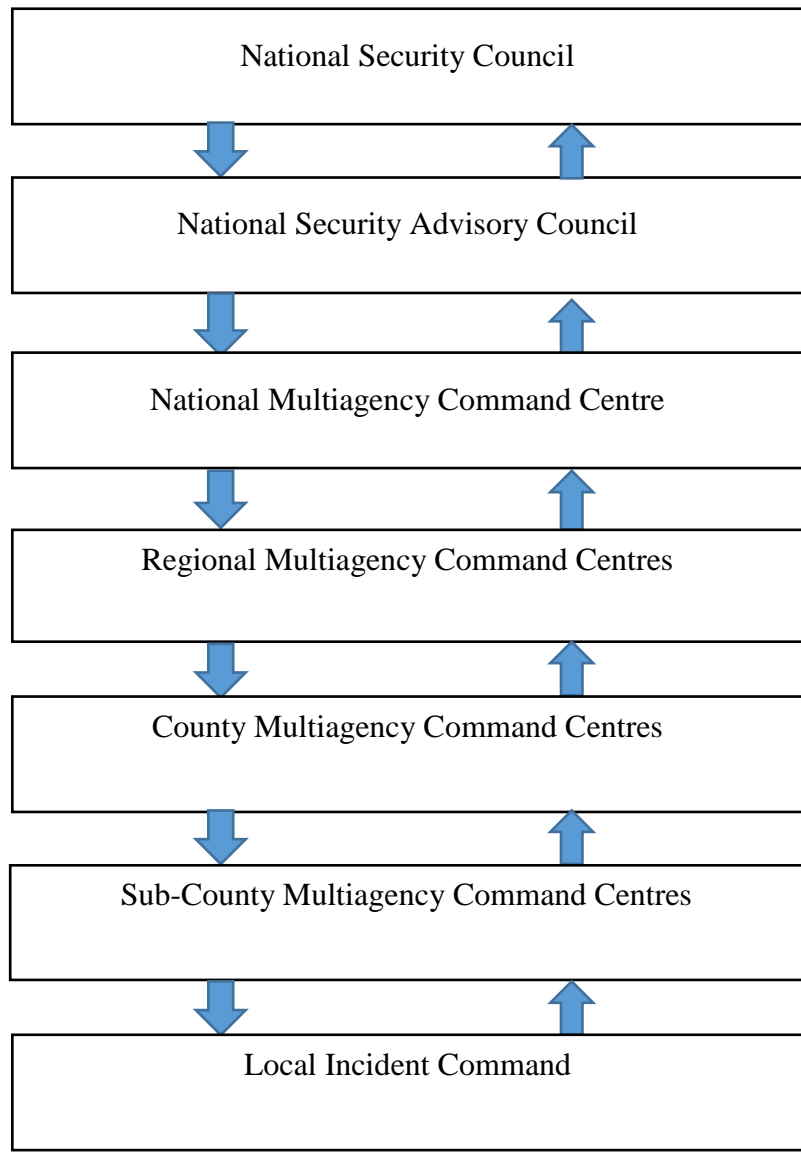


Figure 4.11 Multiagency Security Architecture

All interviewees noted that the structure of the country’s multiagency team is very inclusive and layered to allow for decision making and implementation of the same. It also came out the effective leadership was a critical factor for the success of the multiagency approach. Below is the comment from an interviewee;

The multiagency approach is quite inclusive and brings on board civilian and disciplined forces. The leaders are key in ensuring that the vision of multi-agency is understood and mission undertaken – either analysis or operations, and that there is no break in the intelligence-action chain. Leaders also act as the bridges between intra and inter-agency teams. (Interviewee 3)

The study sought to establish the ease of convening multiagency meetings and the finding in this respect was that the constituting teams were committed and cooperative. Majority of the respondents explained the presence of goodwill across actors given the threat the country faces from terrorists particularly the Al Shabaab. The respondents who had contrary views noted that continuity of actors was there but sometimes abrupt deployments undermined efficiency.

The weaknesses of the multiagency approach identified by the interviewees included lack of trust particularly in the sharing of information, inadequate resourcing, varying morale incentives, lack of follow-up, break between analysis and action and ego wars. Additionally, the desire to shine and stand out makes teams relay their operations or intelligence information in contravention of the chain of communication. Further, lack of uniform doctrinal template as well as absence of standard operating procedures were identified as obstacles to a structured multiagency approach in the fight against terrorism.

4.3.3 Extent to Which Multiagency Approach Has Been Effective in the Fight against Terrorism

From the results presented in Figure 4.11, a significant majority of the respondents, 91% (228), responded positively to the question on their familiarity with operations that had been successfully executed by the multiagency team in the fight against terrorism. The results also show that 9% (23) indicated that they were not aware of any operations that had been successfully conducted by the multiagency team involved in the fight against

terrorism. On the overall, gauging by these findings, the multiagency team has been effective in fighting terrorism in Kenya.

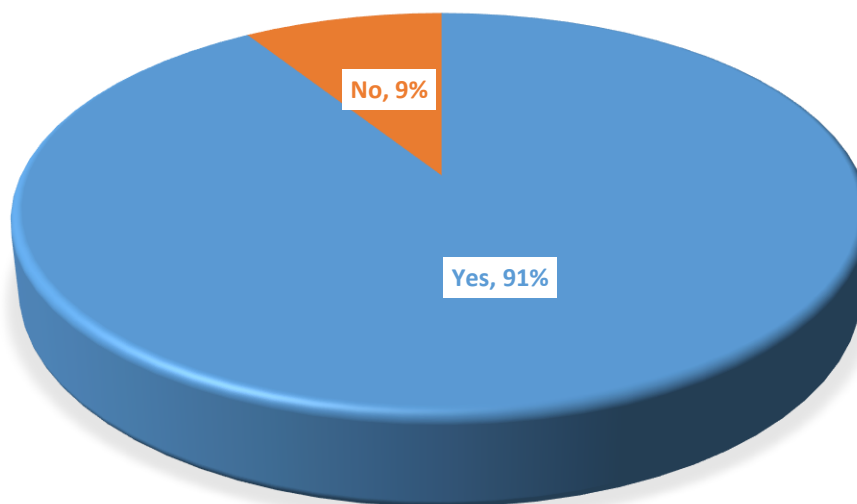


Figure 4.11 Awareness of operations that have been successfully executed

Source: Researcher, 2020

The study sought to find out whether there had been any success in the fight against terrorism that could be attributed to the adoption of the multiagency approach. Respondents were unanimous that the multiagency approach had been quite successful citing a reduction in the incidences of terrorism, relatively good coordination of capabilities during periods of attacks, decline in violent extremism and radicalization and public awareness on the existence of the team. The response to the Dusit D2 attacks was often cited as a success story while those of Westgate and Garrisa University College were not as successful as the country's security apparatus and even the citizens would have hoped for.

In terms of changes emergent from the multi-agency approach in the fight against terrorism, the study found out that there were several changes among them sharing of actionable intelligence, improved resourcing of the security teams and better coordination

of the security. Other changes reported were a sharp decrease in the number of young people being recruited into the terrorist organizations and increased public awareness and vigilance in respect of terrorism.

To further establish the level of effectiveness of the multiagency approach, a three point likert scale comprising of seven items was developed and the findings in respect of each items are as discussed in the next chapter. As per the results in Table 4.6, 79% (198) of the respondents agreed that the multiagency approach had brought about a decline in the number of acts of terror occurring in Kenya, 17% (42) of the respondents disagreed with the question statement while the rest 4% (10) of the survey participants were not sure whether the approach had led to decline in the number of terror attacks occurring in the country. The implication with regard to these results as reported by the majority was that the approach had been relatively effective in the fight against terrorism as compared to periods before the multiagency team was established.

Table 4.6 Decline in Number of Terror Attacks

	A	N	D
The multiagency approach has brought about a decline in the number of acts of terror occurring in Kenya.	79%	4%	17%

Source: Researcher, 2020

The results in Table 4.7, 66% (166) of the survey participants agreed that in the period after the establishment of the multiagency security team, the number of fatalities and casualties from terror attacks had dropped as compared to the period preceding the establishment of the team. On the other end of the continuum, 20% (50) of the respondents disagreed that the number of casualties and fatalities had fallen after adoption of the

multiagency approach to responding to terror attacks. The rest 14% (35) of the survey participants chose the middle ground and were therefore not sure whether the adoption of this approach had contributed to less casualties as well as fatalities being recorded from terror attacks.

Table 4.7 Reduction in Casualties and Fatalities after Adoption of Multiagency Approach

	A	N	D
The casualties and fatalities reported in acts of terror are far less after adoption of multiagency approach.	66%	14%	20%

Source: Researcher, 2020

The positive response to this statement was corroborated by a key interviewee who reported that:

Since the multiagency approach became reinvigorated, the fatalities have significantly dropped due to active preventive measures and well-executed counter measures in the event of attacks. The multiagency team has also made significant steps in enhancing their operational capacity. Our enemies are also aware of our capabilities as pooled under the multiagency approach and I believe this has partly made them rethink any attempts at launching attacks in our country. (Interviewee 1)

The study further established that there had been better coordination in response to terror activities in the country since the multiagency security team was institutionalized according to 67% (168) of the respondents. According to 20% (50) of the respondents, coordination had not been any better among the differences agencies despite the formation of the multiagency team. The rest 13% (32) of the survey participants were neutral in their response as presented in Figure 4.12. Based on these finding, the study took the view that the multiagency team had done well in improving coordination of the various agencies, thus cutting back on the frequency of attacks on the homeland.

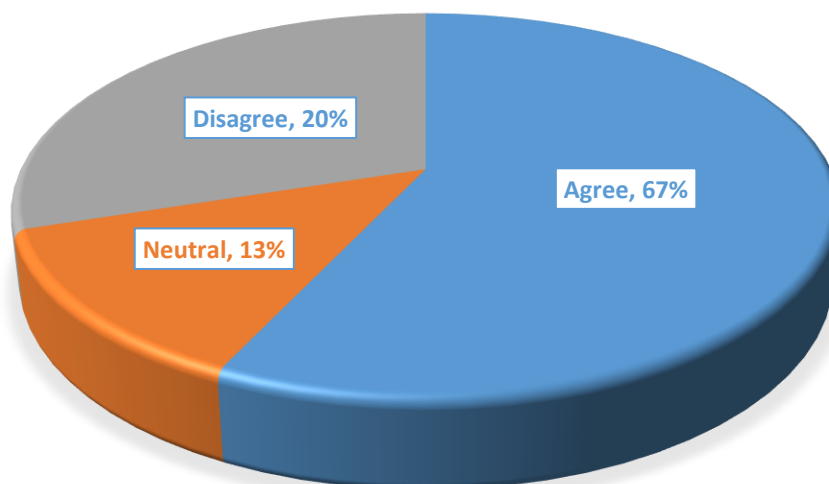


Figure 4.12 Better Coordination by Security Agencies during Response to Terror Attacks
Source: Researcher, 2020

The findings presented in Figure 4.13 are in respect of a communication strategy for the multiagency approach. In this regard, 75% (188) of the respondents agreed that there was entrenched a coordinated communication strategy during response to acts of terrorism. On the other hand, 19% (48) of the survey participants disagreed with that view and the rest 6% (15) were neutral. These findings indicate that the different agencies making the multiagency team are aware of and appreciate the importance of constant communication in the fight against terrorism when responding to terror attacks as a means to attaining mission objectives in the most efficient way.

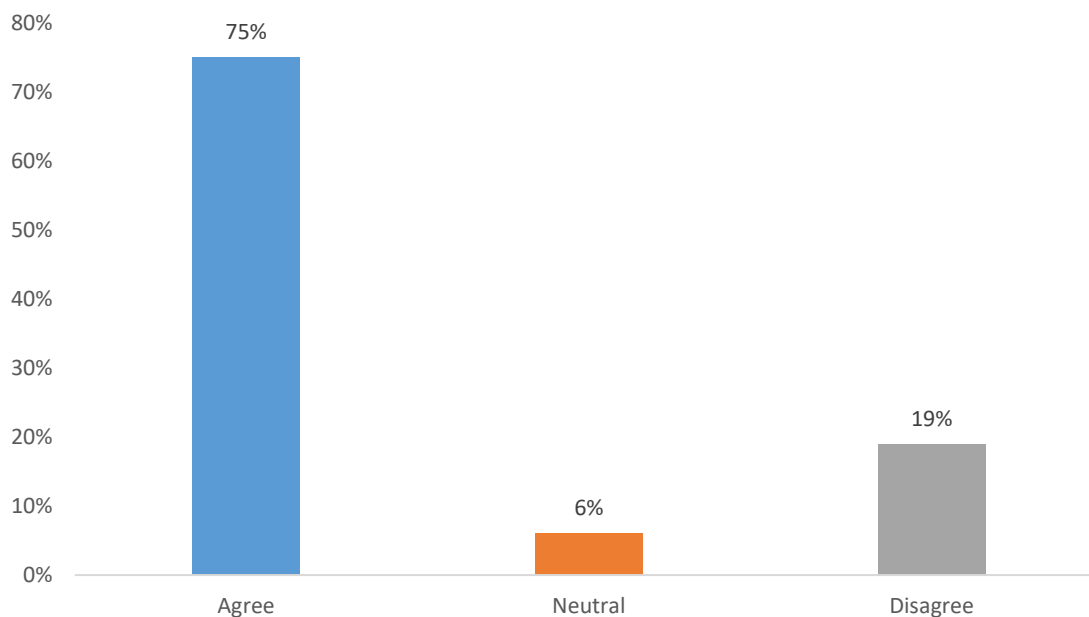


Figure 4.13 Entrenched Coordinated Communication Strategy during Acts of Terrorism
Source: Researcher, 2020

The study also sought to establish whether there were relevant trainings offered given to the multiagency team to enhance its capability and the results were as captured in Table 4.8. The findings show that 60% (151) of the respondents agreed that the multiagency approach had enhanced training of security agents to respond more professionally in the prevention and countering of terrorism. Almost one third of the survey respondents, 31% (77) disagreed that the establishment of the multiagency security team had enhanced training of security agents to respond more professionally in the prevention of terrorism while the rest 9% (23) of the respondents were neutral. The majority response was attributed to better equipment being availed to the agencies and modern training which is necessary to keep up with the ever mutating challenge of terrorism.

Table 4.8 Enhanced Training of Security Agents for More Professional Response

	A	N	D
Multiagency approach has enhanced training of security agents to respond more professionally in the prevention of terrorism.	60%	9%	31%
			(77)

Source: Researcher, 2020

For the one third who were of contrary opinion, the study picked the probable reason to a response given by a key informant that the teams comprising the multiagency team were mostly doing the trainings on their own but once in a while, they would do the joint trainings.

With respect to the question on support for the multiagency security approach by the different security agencies in the country, 81% (203) of the respondents agreed that the approach enjoys much approval by the different individual agencies in the fight against terrorism, 13% (33) were neutral in their response while the rest 6% (15) of the respondents disagreed that there was open support among security agencies for the multiagency approach to the fight against terrorism as illustrated in Table 4.9. Based on the majority finding, the study took the view that the multiagency team was a good idea because of the high approval rating it received across the board among the different agencies.

Table 4.9 Support for Multiagency Approach to the Fight against Terrorism

	A	N	D
There is open support among security agencies for the multiagency approach to the fight against terrorism.	81%	13%	6%

Source: Researcher, 2020

It came from the interviewees that challenges notwithstanding, the multiagency approach had been effective in bringing down terrorism incidents in the country. This was

attributed to the timely sharing of actionable intelligence, successful raids, arrests, and conviction of terror operatives, and informed deployment of security resources.

An interviewee had the following comments to make;

Challenges notwithstanding, the approach has been effective in bringing down terrorism incidents; this is the single most empirical way to measure success in this field. Again with time personnel have also appreciated that no one has monopoly of all that is needed to secure the country, and that if intelligence and resources are well shared and actioned, the country succeeds in protecting herself through the agencies. (Interviewee 9)

In order to overcome the challenges that militate against the fight on terrorism and to strengthen the multiagency approach to security, the interviewees identified joint training of teams, frequent and sincere briefings of the threat situation as important. The interviewees also proposed various changes to laws and policies to strengthen the multiagency approach to securing Kenya from terror attacks. One of the interviewees proposed the following changes, which were shared by others;

I would propose changes to bring more success to the multi-agency efforts especially in the criminal justice system, to include; entrenching the amnesty programme in law so that a returning combatant is dealt with first as a security threat who needs to undergo a process to be cleared if at all, and prosecuted and, converting intelligence to evidence perhaps by way of affidavits or chamber hearings to secure more convictions and programs to deal with prisons as the tail end of the criminal justice system, but one that has failed to achieve its aim of deterrence. In terms of policy, it would be important to support the officers on the ground in cogent psychological operations that earn them the support of the neutral population. (Interviewee 5)

From the perspective of the interviewee's input, it can be implied that the proposed changes would enhance the entire multiagency team so that it does not only include the security teams but also other key actors in the fight against terrorism to enhance realization of objectives and at a larger scale.

Based on the findings reported in this chapter, it emerged that the various security agencies in the country have different training curricula which prepares them for the specific mandate for which they were established. While this is a good thing in terms of specialization, it makes teamwork fairly difficult unless there are joint trainings to build a cohesive team where each agency complements the other's effort. The question of capability and equipment came to the fore too and the multiagency approach provides the platform for the country to benefit from the human and material investment made in the security sector. In terms of structure, the study findings demonstrated that there was an established leadership and coordination mechanism to allow the multiagency team to attain the overall goal. However, the autonomy enjoyed by the agencies within the team sometimes militated against eradicating the bureaucracy that existed prior to the enactment of the Security Amendment Laws 2014 which partly sought to cure questions of command and control. In terms of effectiveness, the findings were emphatic that the fight against terrorism was on course and tremendous progress had been registered post legal institutionalization of the multiagency approach. A decline in incidents of terrorism in the homeland, reduction in the number of fatalities as well as seamless coordination of responses by the security agencies in the multiagency team were major highlights in the findings.

CHAPTER FIVE

DISCUSSIONS, SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The idea of multiagency approach might seem to be one that is quite clear and easy to understand and one whose effectiveness in the fight against terrorism is a foregone conclusion. However, that might not always be the case. It is therefore important to have in-depth understand how the multiagency approach works and what contributes to its effectiveness or otherwise. In this chapter, a discussion of the main findings from the research is presented and where applicable, links the research findings to the findings in the literature review. The chapter also provides recommendations on how the effectiveness of the multiagency approach can be enhanced to secure the homeland from acts of terrorism. As an academic study with a clear scope and delimitations that bound it, the chapter provides suggestions on related areas which can be explored in future studies in light of the study variables.

5.2 Discussions

5.2.1 Motivation to Adoption of Multiagency Approach to Security in the Fight Against Terrorism

Kenya's multiagency team was established to bring together the country's different security agencies in the fight against terrorism, thus have a common approach to dealing with the enemy. From the findings of the study, there are different motivations and rationale behind establishment of the multiagency approach to security and especially in the war against terrorism. While fighting terrorism is a national priority for the government of Kenya, it must be acknowledged that combating terrorism is a complex process compared to addressing conventional security threats. Due to the specifics of modern terrorism as an unpredictable and asymmetric threat, it was important for the government

of Kenya to integrate all elements of the country's security agencies in order to be synergistic as illustrated by the findings of this study. Consistent with the findings of Veljovski and Dojchinovski (2017), it was established that the government of Kenya opted for the multiagency approach to the fight against terrorism in order to achieve synergy in its security operations. The study also found that the different security agencies had different skill sets and equipment which if well deployed and properly synchronized can deliver a robust prevention and response to terrorism. Moreover, the agencies were working individually and this had led to conflicts during operations which undermined efficiency in resource utilization as well as time wastage in responding to threats, thus endangering the state and her people. The study found that through the multiagency team, available human and material resources could and had actually made significant contribution in defeating the enemy.

The foregoing findings on synergy resulting from collaboration and cooperation of security players were consistent with those of a study by Kemshall and Maguire (2001) who argued that intensifying interagency cooperation is important in common security and defense policy operations. Cognizant of the fact that at times inconsistencies between certain aspects of legislation and policies on the mandate of different agencies, bringing the agencies to work together as a team is important in addressing potential challenges that might arise (Atkinson et al, 2007; Magara, 2018). Strengthening interagency collaboration is inevitable in the modern day security programming. After all, at the end of the day, the idea is to increase effectiveness by sharing experiences, insights, and knowledge among the different security agencies making up the multiagency team in order to effectively achieve the objectives associated with fighting terrorism in the country.

Success stories from elsewhere (Levi & Williams, 2013), going by the findings of the study, also played a key role in the adoption and formal institution of the multiagency team. Categorized as a developing country, Kenya had and still has a lot to learn from other nations of the world, especially the developed nations, on how to best secure its borders and citizens from potential terror attacks and how to react in the eventuality that the country is attacked by terrorists. Some of the best practices from across the world inspired the nation's political leadership to adopt the multiagency approach in order to enhance its fight against terrorism. Success stories from countries like the US, the UK and Israel in using a multiagency approach to secure their homeland from terrorism motivated Kenya to put in place a similar mechanism.

The unacceptable performance by the country's security agencies during the Westgate terror attack in September 2013 brought to the fore the non-coordination, overlap of work, inefficiency and lack of responsibility and accountability among the different security agencies. Considering these glaring mistakes, the findings of the study show that the government of Kenya moved to formally institutionalize the multiagency security approach so as to avoid such eventualities in the future. The many casualties from the Westgate terror attack was attributed by the public and experts in the security area to poor coordination of the security agencies in response to the attack. This led to the agencies losing credibility in the eyes of the general public. To correct this therefore, the multiagency approach was taken by the government to regain public confidence and importantly to secure the country and her people from terrorism.

5.2.2 How Structure of Multiagency Approach Enhances its Viability in the Fight against Terrorism

The study of the structure of the multiagency approach was from the perspectives of principles of cooperation, leadership and communication, and sharing of responsibilities among the different agencies making up the multiagency team. The findings of this study corroborate those of Leong (2016) who advanced that cooperation of multiagency security teams is very essential for successful operations. The findings of this study illustrated that cooperation within the multiagency team is very strong. This is evidenced by the study's findings which show that members from across the different agencies making up the team are well and proportionally represented in the multiagency's coordination team. Further, the outcomes of the study demonstrate that whatever is discussed in the coordination team was shared with the rest of the agency members so that everyone in the team is at par in terms of information and can prevent or quickly respond. The findings also revealed that allocation and assigning of duties to agencies and individual members of the agency is not a randomized process but is done based on the strengths of the teams as well as the capabilities of individual teams.

Coordination in the fight against terrorism matters a lot, right from the collection and analysis of information into actionable intelligence and the role of leadership cannot be overstated. The study found that each agency within the multiagency team had its own leadership which was crucial in giving guidance, making decisions on resource use as well as swift mobilization of the smaller team to support or lead a preventive or counter measure. This is because effective coordination of activities saves lives, time, resources and effort required to complete tasks and operations. Leaders in the multiagency system were found to consult and cooperate with each other and by so doing they helped in developing a more

cohesive mission capable diverse team. However, instances of overlap and fragmentation are not uncommon in virtually every sphere of life, security operations included. While coordination of the various security agencies harnessed the expertise and competencies of specialized agencies, bringing together individuals drawn from different security agencies to work together in the multiagency team was affected by bureaucracy and redundancies, inefficiencies, thus posing coordination challenges for leaders.

In the multiagency setup, the study established that there was an established system with a clear leadership under whom individual agencies worked. The agencies are then supported by an administrative wing largely for logistical support to operation teams. The liaison office coordinates the many players to produce the desired goals and the essence of forming the multiagency team in the first place. This explains the significance effective coordination of the various agencies in the multiagency team as attested in the Kenyan case to, among others, enable timely response to security intelligence and information or even terror attacks and avoidance of duplication of efforts. Coordination of agency policymaking through interagency agreements and constant agency consultation provisions are important in addressing coordination challenges that might arise within the multiagency team. It is only important that coordination within Kenya's multiagency security team continue to significantly improve with time in order to strengthen the fight against terrorism in the country.

The findings of this study show consistency with that of Canton (2011) in terms of highlighting the importance of a structured, coherent and clearly defined leadership. Good leadership, as demonstrated in the findings, imply that within the multiagency team there has to be clear command structure. Similarly, within the individual units making up the

team, there must be cooperative leadership characterized by teamwork and discipline. It is important that the leaders brief their team members on issues discussed by the apex of the team's leadership. Equally, agency leaders of the teams present the views of their team members to the leadership of the multiagency team thus enhancing the strength of the multiagency team. Top leadership of the multiagency team, going by the findings of the study, have been able to influence the agency members to be prepared to accomplish the mission of the agency, which is fighting terrorism in Kenya, by providing purpose and direction. However, the study established that motivation levels among the teams was not always at its best due to issues such as lack of incentives and appreciation for the sacrifices members of the teams were making in the fight against terrorism in the country.

Another important coordination factor that was identified as being well executed within the multiagency programming was sharing of responsibilities. The essence of the multiagency approach is to harnesses the expertise and competencies of specialized units in order to win the fight against terrorism in the country. As demonstrated in the study's findings, and akin to Sloper's (2004) findings, effective coordination in a team is partly exemplified by the deployment of different units in accordance with their capabilities. For instance, the NIS and the NGAO are mainly tasked with the responsibility of gathering intelligence and passing the same to other team units to act on the information. The ATPUs is mandated with addressing terrorism incidences by way of arrests, investigations, prosecutions, countering attacks while the KDF contributes to intelligence and countering attacks. When responsibilities are fairly and equitably shared among the different agencies, the overall effectiveness of the multiagency team is enhanced and the essence and objective for which it was formed is realized.

5.2.3 Extent to Which Multiagency Approach Has Been Effective in the Fight against Terrorism

On the whole, the multiagency team has been a success to a considerable extent as per the findings of this study. Although there were areas where the performances have been modest and not matched expectations, positive progress has nonetheless been made. Notably and congruent with Kivunzi and Nzau (2018) findings, the multiagency anti and counter terrorism operations in the country have yielded far-reaching positive impacts for the country in the recent past. In particular, the frequency with which the terrorists would carry out attacks, almost at will, in the country have also notably reduced significantly. The ability of the terrorist groups like Al-Shabaab to penetrate into the country has also significantly been neutralized and the few attacks that are experienced from time are mostly restricted to the areas bordering Somalia and are mostly planted IEDs. This extent of effectiveness can be attributed to a number of factors within the multiagency team. Intelligence processing and sharing within the team is far much better than the periods prior to establishment of the multiagency. Timely sharing of intelligence has allowed for tasking of specific units within the team and the others put in the loop to provide support and backup should it be required. Prevention measures have really helped in keeping the homeland safe and secure, thanks to the multiagency team. This demonstrates that cooperation between the different security agencies is essential in fighting terrorism and maintaining national security as stated by Mwangi (2017) and Eme (2018) that without proper coordination in place the multiagency approach is likely to fail. Proper understanding between the various units in the multiagency team is therefore of extreme importance in tracking the terrorists' activities and in identifying and apprehending the culprits involved.

The threat of terrorism also means threat to human life. In the unfortunate instances where the terror cells manage to beat the security system, infiltrate the country's border and successfully carry out attacks, mitigation and significant reduction in number of fatalities and casualties becomes the main goal of the multiagency team. The findings of the study illustrate that the multiagency team has been quite successful in achieving this objective. Responses disagreeing on effectiveness of the multiagency approach are attributed to the period prior to reinvigoration and streamlining of the multiagency approach. For instance, the incidents at Westgate mall in September 2013 and the April 2015 attack on Garissa University College happened before the multiagency approach could take root. The Mpeketoni terror attack in June 2015 that led to death of more than 65 people fall in this category. When these incidents are compared to the DusitD2 attack, the difference is clear since multiagency approach had already taken root by January 2019 when the DusitD2 attack was happening. In the DusitD2 terror attack, there were no conflicts and reports of friendly fire during the operation among the security agencies. Further, in comparison to the Westgate attack, the multiagency's team members on the ground were able to neutralize the attackers in short time and with fewer casualties and fatalities. These are evidences and indicators that the multiagency team is now more and better coordinated in their activities and more effective in fighting terrorism. This has subsequently led to gradual and incremental positive change in perception, approval and support of the team not only within the various national security agencies themselves but also by the general public.

5.3 Summary of Main Findings

This research thesis set out to answer questions on factors that informed the adoption of the multiagency approach to security in the fight against terrorism in Kenya, the structure of the multiagency approach and the contribution of the approach in the fight against terrorism in Kenya. To answer these questions, the study engaged key personnel drawn from the country's security architecture in order to come up with reliable data that can be used to make conclusions. The main findings in relation to the research questions were that leveraging the capabilities of each security agency in the multiagency team, success of multiagency approach in some countries across the world and the need to synchronize operations of Kenya's various security agencies significantly motivated the decision by the country's government to formally institute the multiagency team responsible for fighting terrorism in Kenya.

The findings of the study makes it clear that the multiagency approach is well structured in terms of leadership and the participating agencies, with their core capabilities and equipment known to stakeholders so as to facilitate task sharing. Specifically, effective cooperation and collaboration within the team among the different agencies making up the team is essential if the multiagency approach is to continue being effective in the fight against terrorism in the country. Additionally, strong leadership that value team members and involves them throughout the way in decisions that are being made by leadership of the multiagency outfit and valuing their input is important in achieving the objectives of the multiagency team. The outcome of the study also emphasize that as part of structural issues, especially sharing of responsibilities among the different units making up the multiagency security outfit cannot be overlooked. Individuals and some core agencies in

the unit may be overworked at the expense of others ostensibly because the tasks and responsibilities must be shared based on expertise and experience of individual teams.

With regard to effectiveness of multiagency security approach to fighting terrorism in the country, findings revealed that the approach had been quite effective in light of the three indicators assessed herein. In reference to number of terror attacks, the findings revealed that such attacks had considerably reduced as compared to the period prior to the adoption of the multiagency approach. The findings further indicated that the number of fatalities and casualties had reduced proportionally to the incidences. This was attributed to resourcing of the multiagency team in terms of personnel and equipment. Training of the multiagency's teams personnel had also been intensified and it is expected that going forward, the number of actual attacks as well as fatalities will decrease.

5.4 Conclusions

Terrorism is a widespread security concern that affects millions of lives across the world directly and indirectly through loss of lives and destruction of properties. The study concludes that adoption of the multiagency approach was influenced by the need to leverage on the capabilities of the various actors in the security sector, to eliminate operational inefficiencies on account of bureaucracy, tangible success in the use of the approach in fighting terrorism elsewhere in the world as well as the need to synchronize activities and avoid duplication of roles.

In terms of structure, the conclusion drawn from the findings of the study is that the structure has to have a clear leadership and coordination mechanism. Further, constant and meaningful consultation, cooperation and collaboration must be at the core of the the multiagency approach for it to be successful.

The multiagency approach has been effective in preventing and countering direct acts of terrorism or its enablers such as radicalization. This is evidenced by reduction in the number of terrorist attacks as well as a reduction in the fatalities arising thereof, increased awareness and cooperation by the general public with the multiagency teams in rolling out a concerted effort at containing terrorism. The skillset, equipment and collaboration offered by each of the constituting agencies have gone a long way in strengthening robust response to terrorism. Coordinated collaboration is the strongest indication and signal by the state security agencies to terrorists that those agencies have what it takes to protect the republic of Kenya from their infiltration using all available resources in the most efficient manner. The level of positive achievements made by the multiagency team further illustrates the true meaning of unity in diversity: that the range of security actors can actually pull their individual capacities collectively to secure the state. In essence, Kenya has both the human and material capacities as well as capable security leadership to prevent and counter acts of aggression in the homeland, planned or executed by both domestic and international terrorists. The effectiveness was however being hampered by resource shortages, doctrinal differences among security actors as well as training differences.

Overall, the multiagency approach to security in the fight against terrorism has made a significant contribution in the fight against terrorism. The state's human and material resources are now being harnessed and coordinated in the most efficient manner to secure the homeland with success being exemplified by the reduction of terror incidences, foiling of terror plans and a reduction in fatalities when an incidence has occurred.

5.5 Recommendations

The study makes the following specific recommendations:

The security policy makers should develop standard operating procedures that are specific to the multiagency team that are binding to eliminate bureaucracy and consequently enhance efficiency. This would include the establishment a clear chain of command and control for this specific team. A fresh, bold set of reforms is required to rework the institutions of state power to be effective in the present security environment.

Joint training for the various teams is also recommended to foster cohesion and gelling of the various actors, besides building capacity. This is achievable with proper resourcing of the multiagency team to become mission ready to defend the homeland.

Finally, the study recommends the establishment of a department of homeland security ostensibly to mobilize resources and focus them in securing the homeland. Such a department would allow for synchronization and optimization of available resources.

5.6 Areas of Further Research

This study focussed on the disciplined forces. However, there are many actors in the war against terrorism some of which were not involved in this study such as the judiciary, the Kenya Revenue Authority and the immigration department. Studies on the contribution of the judiciary to the fight against terrorism would be very insightful since holding terrorists accountable for their actions would be a good deterrent measure. Studies on terrorism financing would also help in the fight against terrorism as it would provide the basis for deresourcing/financially starving them. In terms of immigration, such a study would focus on ports of entry and exit as well as possibly illegal entry and exit points with a view to sealing them off and tightening the loose ends. Such studies would give a holistic

picture on how best to integrate various actors in defence of the homeland against terrorism. Besides terrorism, there are other significant security challenges Kenya faces. These include human trafficking, piracy and arms trafficking. Questions remains whether tailored multiagency teams can be institutionalized to specifically focus on and address these security concerns because they could be the ones fuelling terrorism. For instance, drug and human trafficking could be the sources for terrorism financing. Finally, further studies can be conducted to establish the role of the community and private security sector actors in the fight against terrorism in Kenya.

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APPENDICES

Appendix A: Letter of Introduction

March 10th 2020

Joseph Kibusia

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Dear Sir/Madam,

RE: REQUEST TO PARTICIPATE IN AN ACADEMIC STUDY

My name is Joseph Kibusia, a Master of Science in Governance Peace and Security Studies student at Africa Nazarene University. I am carrying out a study titled *Contribution of the Multiagency approach to Security in the Fight Against Terrorism in Kenya: A Case of the Disciplined Forces*. You have been identified and considered a knowledgeable person in the research area and hence you are kindly requested to participate in the study by filling in the questionnaire as truthfully as possible. I assure you the information given will be treated with confidentiality and strictly used for purposes of the Study. Thank you for your cooperation and support.

Sincerely,

Joseph Kibusia

Appendix B: Research Questionnaire

This questionnaire is designed to assist in the collection of information regarding the contribution of the multiagency security approach to the fight against terrorism in Kenya. The information collected will only be used for the purposes of this research study. Kindly mark your response in the provided spaces with an (X) and write your response in the spaces provided.

Section A: Biodata

Please tick (√) the one that is applicable to you.

a) Gender:

Male ()

Female ()

b) Age:

21-30years ()

31-40 years ()

41-50 years ()

Over 51 years ()

c) Highest Education Level:

Primary ()

Secondary ()

College ()

University – undergraduate ()

University – masters ()

University – doctoral ()

d) Which of the following security agency are you attached to?

ATPU ()

NIS ()

NGAO ()

KDF ()

DCI ()

e) Duration of work with the multiagency team?

Less than 1 year ()

1 to 5 years ()

6 to 10 years ()

Over 10 years ()

Section B: Push Factors Towards Adoption of Multiagency Approach to the Fight Against Terrorism

a) To what level do you agree with the following statements regarding the factors that led to adoption of the multiagency approach to the fight against terrorism? (Please tick only one option per statement; 1 – Agree, 2 – Neutral, 3 – Disagree)

	1	2	3
1. Its success in other countries such as the United States of America.			
2. To leverage on the capabilities of the various agencies in the security sector.			
3. To synchronize activities and avoid duplication of roles among security agencies.			
4. To coordinate the flow of information so as to win public support and minimize anxiety.			
5. To centralize operations and minimize friendly fire during combat situations.			

b) What other factors apart from those listed above informed the adoption of the multiagency approach to the fight against terrorism?

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c) Do you support the multiagency approach as a pathway towards combating terrorism in Kenya?

Yes ()

No ()

Section C: Structure of the Multiagency Approach

- a) To what level do you agree with the following statements with regard to the structure of the multiagency approach to the fight against terrorism? (Please tick only one option per statement; 1 – Agree, 2 – Neutral, 3 – Disagree)

	1	2	3
1. Each security agency presents a member to the multiagency coordinating team			
2. Each member of the coordination team briefs their respective members on programme of activities			
3. Sharing of roles takes into account the relative capabilities of each member of the multiagency team			
4. There are regular meetings to review progress on assigned tasks and deal with emerging situations			
5. Command responsibilities are left to the leadership of individual agencies once tasks are shared			

- b) How easy is it to convene a multiagency team given the diversity of parties and difference in standing orders of each disciplined force?

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.....

- c) What would you consider to be the weaknesses of the structure of the multiagency team as currently constituted to fight terrorism in Kenya?

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.....

Section D: Effectiveness of the Multiagency Approach to the Fight Against Terrorism

- a) Are you aware of any operations that have been successfully conducted by the multiagency team involved in the fight against terrorism?

Yes ()

No ()

- b) If your answer to (a) above is yes, please state some of the successes the multiagency team has had in the fight against terrorism.

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- c) What has changed in the management of the fight against terrorism since the adoption of the multiagency approach?

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.....

- d) To what extent do you agree or disagree with the following statements? (Please tick only one option against each statement; 1 - Agree, 2 – Neutral, 3-Disagree)

	1	2	3
The multiagency approach has brought about a decline in the number of acts of terror occurring in Kenya			
The number of casualties and fatalities reported in acts of terror are far less after adoption of multiagency approach			
The security agencies are more coordinated in their response to acts of terrorism			
Multiagency approach has entrenched a coordinated communication strategy during acts of terrorism			
Multiagency approach has enhanced training of security agents to respond more professionally in the prevention of terrorism			
There is open support among security agencies for the multiagency approach to the fight against terrorism			

Appendix C: Research Interview Guide

- a) Push factors toward the adoption of multiagency approach to the fight against terrorism
 - i) What made the security actors prefer to the multiagency approach to counter-terrorism in Kenya?
 - ii) In your opinion, does leadership of the multiagency team count for anything in the fight against terrorism?
- b) Structure of the multiagency approach as used in the fight against terrorism in Kenya
 - i) How inclusive is the multiagency approach to security in terms of the various state agencies charged with protecting the homeland?
 - ii) What roles do the leaders of each constituent group have?
 - iii) What challenges does your team face when working with other teams comprising the multiagency team?
- c) Effectiveness of the multiagency approach to the fight against terrorism
 - i) Do you think the multiagency approach has been effective in countering terrorism in Kenya? Please explain.
 - ii) In your opinion, is the fight against terrorism being won or lost? Please explain.
 - iii) Please share with me proposals that you would make to strengthen the multiagency approach to security.
 - iv) What specific changes if any would you propose in terms of law and policy to entrench the multiagency approach to securing the country?

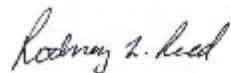
Appendix D: ANU Research Authorization Letter

26th May 2020

RE: TO WHOM IT MAY CONCERN

Joseph K. Kibusia (19J03DMGP043) is a bonafide student at Africa Nazarene University. He has finished his course work and has defended his thesis proposal entitled: - *“Contribution of Multiagency Approach to Security in the Fight Against Terrorism in Kenya: Case of the Disciplined Forces”*.


Any assistance accorded to him to facilitate data collection and finish his thesis is highly welcomed.


A handwritten signature in cursive script that reads 'Rodney Reed'.

Rodney Reed, PhD.

DVC Academic & Student Affairs.


Appendix E: NACOSTI Research Permit


REPUBLIC OF KENYA


NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **368326** Date of Issue: **04/June/2020**


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Appendix F: Map of Study Site

